

THE NAVY PETTY OFFICER'S MANUAL

TWENTH EDITION



WWW.SERVICEBOOKS.COM



THE NAVY PETTY OFFICER'S MANUAL

3rd Edition

Copyright © 1999, 2007

First Edition Copyright © 1994

By *Douglas L. Drewry*

All Rights Reserved. No part of this book may be reproduced without permission from the publisher.

Published by:

Professional Management Spectrum, Inc.

P. O. Box 30330

Pensacola, FL 32503

WWW.SERVICEBOOKS.COM

ISBN: 1-879123-03-7

Printed in the United States of America

THE NAVY PETTY OFFICER'S MANUAL

TABLE OF CONTENTS

<u>CHAPTER</u>	<u>TITLE</u>	<u>PAGE</u>
1	<u>PREPARING FOR NAVY-WIDE EXAMS</u>	1
	Cycle to Cycle Preparation 1	
	1 Month Preparation 2	
	2 Week Preparation 2	
	1 Day Preparation 2	
	Exam Day 2	
	Exam Writers 5	
2	<u>CHIEF PETTY OFFICER SELECTION BOARDS</u>	6
	Pre-Selection Board Check List 6	
	Updating Records ... 7	
	Board Precepts ... 8	
	Board Composition ... 8	
	Selection Quotas ... 9	
	Time Requirements ... 10	
	Selecting Candidates ... 10	
	Selection Board Work Sheet ... 12	
3	<u>LDO & CWO PROGRAMS</u>	20
	History ... 20	
	Limited Duty Officer Program ... 25	
	Chief Warrant Officer Program ... 26	
4	<u>LDO & CWO PROMOTION</u>	28
	Going for the Gold ... 28	
	Sample Endorsement Letters ... 30	
	Paths of Advancement ... 32	
5	<u>ENLISTED EVAL DRAFTING/WRITING</u>	33
6	<u>YOUR ENLISTED EVAL BRAG FILE</u>	41
7	<u>WRITING AND SPEAKING</u>	43
8	<u>WRITING TIPS</u>	45
9	<u>WRITING SYMBOLS & SIGNS</u>	48

<u>CHAPTER</u>	<u>TITLE</u>	<u>PAGE</u>
10	<u>WATCH BILL PREPARATION</u>	59
11	<u>LEADERSHIP PRINCIPLES & CONCEPTS</u>	66
12	<u>LEADERSHIP MANAGEMENT PRINCIPLES</u>	73
13	<u>TRADITIONS, HONORS, & CEREMONIES</u> Introductions ... 77 Seniors and Juniors ... 82 Quarterdeck Etiquette ... 83 OOD Responsibility/Authority ... 84 Courtesy and Superiors ... 85 Saluting ... 86 Boat Etiquette ... 87 Gun Salutes ... 88 Dipping National Ensign ... 90 Ensign at Half-Mast ... 90 Dressing & Full-Dressing Ship ... 91 Ceremonies for National Holidays ... 92	77
14	<u>UNIFORM INSIGNIA</u>	93
15	<u>ENLISTED RATINGS</u> (Under Revision)	
16	<u>AWARDS</u> Precedence ... 106 Large Medals ... 110 Miniature Medals ... 110 Service Ribbons ... 111 Attachments ... 111 Letter Devices ... 112 Clasps ... 112	105
17	<u>ARMED FORCES CHAIN OF COMMAND</u> Operational ... 113 Administrative ... 117	113
18	<u>U. S. NAVY ORGANIZATION</u> Department of the Navy ... 122 Navy Department ... 122 Shore Establishment ... 122 Operating Forces ... 123	121

<u>CHAPTER</u>	<u>TITLE</u>	<u>PAGE</u>
19	<u>ENLISTED SERVICE RECORDS</u>	125
20	<u>TRAINING, SCHOOLS, & EDUCATION</u> 127 PQS System ... 127 Navy Schools Program ... 128 Service Schools ... 129 Educational Assistance ... 130	
21	<u>ADMINISTRATION</u> Document Origination ... 134 Files ... 135 Disposition ... 136 Navy Directives ... 137 Change Transmittal ... 138	133
22	<u>SECURITY</u> Security Areas ... 139 OPSEC ... 140 Security Containers ... 141 Personal Security Investigations ... 141 Type Clearances ... 142	139
23	<u>WATCH, QUARTER, & STATION BILL</u>	144
24	<u>TYPES OF TOUR DUTY</u>	147
25	<u>TYPES OF DISCHARGE</u>	148
26	<u>UNIFORM CODE OF MILITARY JUSTICE</u>	149
27	<u>COURTS MARTIAL</u>	152
28	<u>CODE OF CONDUCT</u>	153
29	<u>GENERAL ORDERS OF SENTRIES</u>	154
30	<u>NAVY SHIPS</u>	155
31	<u>SHIPBOARD CONSTRUCTION AND COMPARTMENTS</u>	173

<u>CHAPTER</u>	<u>TITLE</u>	<u>PAGE</u>
32	<u>DAMAGE CONTROL</u> Repair Parties ... 176 Watertight Integrity ... 178 Material Conditions of Readiness ... 179 Shipboard Fires ... 180 Firefighting Equipment ... 182	176
33	<u>SHIPBOARD CIRCUITS</u>	184
34	<u>REPAIR & MAINTENANCE TERMS & DEFINITIONS</u> Alterations ... 186 SHIPALT Titles ... 188 Availability ... 188 Classes of Ship Systems & Component Overhauls ... 190 Maintenance Levels ... 192 Overhauls ... 193 PERA ... 194 TYCOMALT ... 195	186
35	<u>NAVY AIRCRAFT</u>	196
36	<u>NAVY WEAPONS SYSTEMS</u> Missiles & Rockets ... 202 Bombs ... 206 Torpedoes ... 208 Guns ... 209	202
37	<u>NAVY COMMUNICATIONS</u>	212
38	<u>NAVY VOCABULARY</u>	218
39	<u>NAVY ACRONYMS</u>	235
	<u>INDEX</u>	251

CHAPTER 1

PREPARING FOR NAVY-WIDE EXAMS

Navy-Wide Advancement Examinations are given at regularly scheduled cycles. This means that you have all of the preparation time you need to prepare for your examination. The old saying, "If you fail to plan, you plan to fail" holds true for Navy-Wide advancement exams.

CYCLE TO CYCLE PREPARATION Don't wait until the last day, or last month, before the exam to start your preparation. During the time between exam cycles you will probably come across hundreds of possible answers to questions that could appear on your exam. Be on the lookout for these possible answers. Information that could help you on the exam could come from a book, publication, manual, or surface during a conversation. Whenever, or however, this information comes to light, make a note.

One of the best ways to take exam information notes is to immediately write that information down somewhere. A proven, successful method is to type (or write) the information down on a 3"x5" index card. The information should be dated and a reference obtained if possible. The best method of accomplishing this is to put the information on the index card in the form of a question on one side of the card. The answer and reference source should be placed on the reverse side of the card. This allows you to confront the question, come up with your answer, and then check the reverse side of the index card for the correct answer. These index cards become "flash cards," an excellent study method. These flash cards should be kept and added to from one examination cycle to another.

Keep this library of flash cards with you indefinitely. After you pass the E-5 exam, you will need the information for your E-6 exam, etc. These flash cards will be useful to you even after you are advanced to Chief Petty Officer. Once you are "the Chief,"

your flash card library can help your subordinates in their quest for advancement.

1 MONTH PREPARATION About a month before your exam you should assemble all of your index flash cards and arrange them in some fashion (subject matter for example) that will help you study. During the next couple of weeks set aside 30-60 minutes 4-5 times a week to go over all of the index cards. Going over the information several times will, in effect, transfer the knowledge from your short term memory to your long term memory.

2 WEEK PREPARATION Organize a small study group. Carefully select one or two other people who will be taking the same exam you will be facing. Choose only individuals who are genuinely interested in being advanced. Look for people who can contribute to a study group. Ideally, these individuals will also have notes or flash cards. For best results, the study group would not exceed 3 or 4 people.

The study group should meet 2-3 times a week for the final 2 weeks before the exam. As with the 1 month preparation schedule, select a quiet place to get together. Ask each other questions. Discuss the answers. Reviewing information in this fashion allows everyone to broaden the base of their knowledge for a given area.

1 DAY PREPARATION The evening before the examination briefly go through all of your flash cards as a final review. Get to bed early and get plenty of rest.

EXAM DAY You should wake up the morning of the exam well rested and relaxed. Do some kind of light physical exercise to get the body going. Eat a light morning meal. Eating too much can make you drowsy or sleepy during the exam. **DO NOT** review your flash cards the morning of the exam. If a specific question or topic comes to mind, review only that area of your study material.

Remain calm and don't rush yourself at anything before the exam. Allow yourself plenty of time to get to the exam area. In fact, arrive a few minutes early and just keep yourself relaxed.

EXAM START TIME Listen to all information presented carefully before the exam. When the "start" signal is given, take the first few minutes to browse through the exam questions. This will give you some idea of what lies ahead and it will get you mentally prepared.

Read each question and each answer carefully. If you are not sure of the answer, read the question and each answer again. At this point, if you are not sure of the correct answer, skip that question and move on to the next question. Keep some kind of record of the questions skipped so you can come back to them later. If you allow yourself to get mentally caught up in a few tough questions, it could affect your ability to select the correct answer to easier questions. **SKIP ALL TOUGH QUESTIONS** the first time through.

Take a short "mental break" several times during the examination process. Take your eyes and mind off the exam briefly. Clear your mind. Take a couple of deep breaths. Then, calmly continue with the exam.

After you have answered all of the easy questions, go back and tackle the tougher questions you skipped the first time around.

Undoubtedly, there will be a handful of questions to which you have no idea of the correct answer. Don't make a wild guess on these questions. You want to get every correct answer possible.

Even if you initially have no idea of the correct answer, there are alternatives.

ALTERNATIVE 1 - If you have no idea of the correct answer, select the answer with the most words. Exam writers can offer incorrect choices with very few words. These exam writers want the correct answer to be absolutely correct. This can mean that the correct answer will have more words to ensure absolute correctness.

ALTERNATIVE 2 - Possible answers with the following "key" words should be strongly suspected as being incorrect. **ABSOLUTE, ABSOLUTELY, ALWAYS, COMPLETELY, ENTIRELY, NEVER, TOTALLY, WITHOUT EXCEPTION,** etc. Because of the absolute parameter of the definition of these words, they tend to be omitted from correct answers.

ALTERNATIVE 3 - It is not unusual for a Navy-wide examination to have close to the same number of correct choices in Column A, Column B, Column C, and Column D. This means that choices A, B, C, and D will each be correct about 25% of the time. On a 150-question Navy-wide exam expect between 35-40 correct answers from Column A, B, C, and D. If you have chosen mostly correct answers to the easier questions, then this alternative could be beneficial to you. Remember to try to rule "in" or "out" some of the possible answers using alternatives 1 and 2.

If you simply guess on a correct answer from four possible answers, on average you will be correct 25% of the time. Using the above alternatives, you can be correct much more than 25% of the time.

You have a certain period of time in which to complete your examination. Take all of that time.

When you think that you have completed your test, go back over it to ensure that each and every question has an answer, and only one answer. DO NOT change the answer to any question unless you are ABSOLUTELY POSITIVE that you initially selected an incorrect answer.

Finally, review the test as a whole. You may not be able to take any written information away from the exam room, but you can take with you all of the information in your head. **Go to a quiet place immediately after you leave the testing room. Write down any information you can remember that could help you the next time you take a Navy-wide exam. Even if you get advanced off of the test you just completed, that information could be very helpful to you when you take your exam for your next paygrade.

After you have committed to print the information you think is important to you on future exams, get together with another individual or two (perhaps the ones in your study group). As a group, go over your material and theirs, making notes as necessary.

The minute you walk out of the testing area is the minute you start preparing for your next Navy-wide examination.

EXAM WRITERS Navy-wide exam writers, the people who write your advancement exam, are not given a free hand at coming up with the questions and answers that will appear on your examination. Exam writers are required to follow specific instructions on how to construct a Navy-wide examination.

Your exam writer has a large file of previously used questions, with the same four possible answers for each paygrade in your rating. For instance, an exam writer has a large file of questions and answers for PO3 examinations, another file for PO2 examinations, and another file for PO1 examinations. Questions on the PO2 exam can come from the PO3 and PO2 files. Questions on the PO1 exam can come from the PO3, PO2, AND PO1 files. Some new questions with answers are added to the large files each year, and obsolete questions are removed.

Most questions that appear on any given Navy-wide advancement examination have been used on previous examinations. The new questions/answers that appear on an advancement examination are carefully screened following the exam. New questions that most people answered either correctly or incorrectly are discarded and not used again. The new questions that received approximately 50% correct (and 50% incorrect) answers are returned to the file for future use.

On the day of your Navy-wide exam your exam writer goes over a copy of the same exam you take. If any of the questions/answers have changed due to Navy policy, etc., they are withdrawn and are not counted against you as an incorrect answer.

"Hidden talent counts for nothing." NERO
From the book: **Successful Leadership Today**

A square or rectangular access
in a deck is called what? HATCH

CHAPTER 2

CHIEF SELECTION BOARDS

PRE-SELECTION BOARD CHECKLIST Get a copy of your enlisted summary record (ESR) and make sure it is up-to-date. You need to be assured that every thing that should be in your record is, in fact, in your service record. You also need to make sure that you do not have negative information belonging to someone else in your service record.

To request a free copy of your microfiche service record, fill out NAVPERS Form 1616/26 or write a letter of request. Be sure your letter includes your complete name, Social Security number, and return address. Be sure to sign your request.

You should receive your microfiche records in about 4 weeks. When your record arrives, look it over carefully, making sure your name and Social Security number are correct on each microfiche. Review the contents of each page, making sure all documents are yours.

The microfiche service record is broken down into the following sections:

Fiche Row

1E Professional Service History

- | | |
|-----|---------------------------------------|
| A | Enlistment contracts, extensions |
| B | Assignment, classification pages |
| C-D | Page 10s and page 13s |
| E-F | Discharge, Fleet Reserve, retirements |
| G | Miscellaneous enlistment papers |

2E Performance Evaluations, Training

- | | |
|-----|-------------------------------------|
| A-C | Performance evaluations |
| D | Page 4s, training, education |
| E | Awards, medals, commendations |
| F-G | Adverse information, page 6s and 7s |

3E Personal Data

- A Record of emergency data, insurance information
- B Page 2 changes
- C Security clearances, investigations
- D Miscellaneous Information
- E Medical
- F Out-of-service inquiries, responses
- G Personal

Enlisted microfiche service records are normally updated at the end of each enlistment or reenlistment. At that time, your command takes page 4s, 5s, 13, and so forth, from your paper record and forwards them to BUPERS.

Only E-5 and above evaluations are in your official record. Make sure they are all there.

UPDATING YOUR RECORD If you find errors or documents missing from your microfiche record, send a correction package to BUPERS. If you are selection-board eligible, submit a duplicate package to the board. Include in the package all missing evaluations and only those qualifying documents from your previous enlistments which are missing. Remember, no letters of commendation or appreciation dated after 1976 and no letters designating collateral duty assignments go in the microfiche record. Be sure each document is legible and your name and Social Security Number appear on each document. Outline any other errors found in your record on a letter of transmittal and mail the package to BUPERS.

UPDATING SELECTION BOARD RECORD As stated, if you are selection board eligible you should submit an updated package to the selection board. Your package must reach the selection board 2 weeks before its convening date. The board will review this correspondence along with the microfiche record. This package of material should contain the same documents as the package forwarded to BUPERS (above), plus any other appropriate materials you feel are important from your current enlistment. If you desire confirmation of receipt of your package by the selection board, be sure to include a self-addressed, stamped envelope or postcard. All documents submitted to the selection board are discarded after adjournment of the board. They are not sent for filming and entry in your record.

E-7 SELECTION BOARDS

The Chief of Naval Personnel convenes each selection board. The CNO, the Chief of Navy Personnel, and the enlisted community managers provide input to the board. The career progression department within BUPERS controls the board.

PRECEPTS Each year BUPERS prepares an instruction for the board, called a "precept." The precept outlines the selection process and gives general guidance to the board on selection criteria. The precept outlines the expected conduct and performance of individuals serving with the board. It also contains an oath to be administered to board members and recorders. The precept varies only slightly from year to year. A precept might include some of the following:

- Candidates compete only with other candidates in their particular rating.

- Age and number of times competing for advancement are not considered.

- Pre-determined, specific career patterns and duty rotation are not established by selection boards. However, duty assignment experience and variation are considered.

- Each candidate must be fully qualified for advancement before he/she can be selected.

- Each candidate's record must reflect that he/she is capable of performing the duties of the next higher pay grade.

BOARD COMPOSITION Each selection board consists of a captain who serves as president, a junior officer (from BUPERS) who serves as a recorder, and officers and master chief petty officers who serve as board members. In addition, several assistant recorders help to ensure the smooth handling of records. The exact size of a board varies with the availability of temporary additional duty funds, the number of records requiring review, and the time available. Each board usually consists of about 65-70 members.

"Nothing is more difficult, and therefore more precious, than to be able to decide." NAPOLEON
From the book: **Successful Leadership Today**

BOARD CONVENING Upon convening, the board sets internal ground rules and minimum selection criteria, which each member uses when screening the records of candidates. Boards apply rules and selection criteria equally to each candidate within a rating. Application may vary slightly from rating to rating for many reasons, such as sea duty or lack of it, supervisory opportunities, and schooling available, or rotation patterns. The board has freedom to set up its own internal procedures, within the guidelines of the precept, thereby providing for the dynamic nature of the selection process. Boards never divulge their proceedings and recommendations, except as authorized and approved by the Chief of Naval Personnel.

SELECTION QUOTAS Planners from CNO establish a maximum select quota for each rating. The board's goal is to fill this quota by the "best qualified" candidates competing for advancement. The board may not exceed set quotas, but they may not fill all the quotas if they determine a rating doesn't have enough "best qualified" candidates.

QUOTA AVAILABILITY Advancement throughout the Navy is vacancy driven. That means that there must be a vacancy, or opening, in a rating before it can be filled. The Navy takes the following factors into consideration when setting up quotas.

CURRENT INVENTORY Current inventory is the number of personnel on board the Navy versus the Navy's requirement for a rating.

PROJECTED LOSSES AND GAINS Losses reflect the personnel who will be leaving a paygrade during the phasing cycle; for-example, fleet reserve, medical discharge, LDO/CWO selectees, demotion, or death. Gains reflect those who will enter a paygrade during the phasing cycle, such as voluntary recall to active duty and those remaining to be advanced from the previous cycle. Phasing Cycle:

E-7 September through August

GROWTH/DECREASE The Navy's growth or decrease in personnel strength plays a role in determining quota authorizations.

FUNDING AUTHORIZATION This is the number of personnel that Congress authorizes the Navy to pay. Only 3 percent of the Navy's total strength may be senior and master chief petty officers.

TIME REQUIREMENTS The Department of Defense (DOD) establishes the total active federal military service (TAFMS) requirement a member must meet before advancement to a given paygrade.

Provisions exist for early advancements. An early advancement candidate is one who does not meet the TAFMS minimum service requirement. No more than 10 percent of the total number of sailors in paygrade E-7, may have less than the prescribed TAFMS. Therefore, a limited number of early selectee quotas are available to the selection board. CNO planners check the TAFMS and inform the board of the percentage of early advancements allowed by the Navy in meeting DOD restrictions. The percentage is an overall board figure, not a quota by rate. Some panels or "tables" within the selection board may recommend fewer early selectees while others may recommend more selectees. They base their recommendations on the average time in service for each rating, which varies yearly.

SELECTING CANDIDATES Prior to looking at a single record the board determines what subjects (evaluations, duty assignment, education, etc.) will receive advancement "points." Next, the board determines the maximum amount of points that can be earned in each subject area. While one board may have a maximum point value of, say 750, another may max out at 1200. Regardless of the maximum value set by a given board, the weight factor percent on any subject remains relatively constant. That is, the board with 750 possible points could be expected to give approximately 400 points for evaluations (marks and narrative), or about 53% of the total points available. The board with 1200 possible points would probably give

approximately 600 points for evaluations (marks and narrative), or about 50% of the total points available.

It can be noted at this point that evaluations are always the heaviest single weighted area. The Work Sheet Sample in this chapter lists generally accepted percentage values for individual areas or traits.

WORK GROUPS When subject areas and point or weight factor values have been agreed upon by the general board membership, a Work Sheet (or scoring form) listing subjects and point value parameters is constructed. The board is then broken down into small individual work groups, with each group setting at a separate table. Each "table," or "panel," consists of at least one officer and one or more master chief petty officers. Individual "panels" screen records of personnel in one professional area. A Boatswain Mate sits at a BM table, a Hospital Corpsman sits at the HM table, etc. If a particular rating is not represented by a master chief, that rating is screened by a panel that has a closely related rating member. For example, if there is a QMCM on the board but no SMCM, the panel with the QMCM would screen both the QM and the SM ratings.

SCREENING RECORDS Next, a board member takes a candidate's folder (consisting of a microfiche record (1E and 2E only), selection board brief sheet, and any correspondence received before the board's deliberation period), screens it, and transfers points "earned" to the selection board work sheet (or scoring form). A second panel member then screens the same record and, using a separate work sheet, transfers points from the folder/record to the work sheet. If the two work sheets are consistent in total points awarded, the results stand. If there is any significant difference, the record is screened at least one more time by a different panel member. Panel members go through each record in this fashion.

BECOMING A SELECTEE When a panel completes the review of the entire rating, it rates all candidates from top to bottom. This is called "slating." As a general practice, the records of candidates whose point totals are just above or below the "pass" line are re-screened to assure point total accuracy. Next, the panel decides where the cut-off will be for people who are

appropriate for promotion; it then recommends selectees. When each panel completes the slating process, the entire board receives a briefing on the rating's structure, its job, its peculiarities, the number of candidates considered, and the backgrounds of those people recommended and not recommended for selection. During this briefing, no names are given. This prevents any bias for or against candidates by board members who know them. The entire board votes on the slate. A board must accept a slate by a majority.

CONCLUDING PROCEDURES All members sign a written report of the board's recommendations and submit it to the Chief of Naval personnel for approval. The report must certify that the board followed all instructions and directions in the precept and carefully considered the case of every candidate.

At the conclusion, a NAVADMIN message announces the selectees.

SELECTION BOARD WORK SHEET When reviewing the Work Sheet material on the following pages, keep the below information in mind.

Percentages are used on the Sample Work Sheet instead of actual point values. This is because different selection boards may arrive at different total point values, while the percentage of points given to a particular graded area remains fairly constant. To equate what percentages mean in relation to point values, assume that 10 points equals 1%; therefore, 1000 points equals 100%.

When reviewing the Work Sheet, your first impression might be that the areas which award only 1 or 2 percentage points are not subject areas of strong concern. All areas deserve consideration and attention. Selection boards are looking for the "best qualified" candidates. In any given subject area some candidates are going to receive at least some of the points available. If you receive ZERO points in only 3 or 4 "minor" areas, that collective total of points "lost" is going to be very hard to make up in other areas. It is a good assumption that the candidates selected are going to earn points in virtually every subject area, and they are going to score high in the heavily weighted areas.

It is a fact that usually there are only a few points (perhaps less than 1 percentage point) separating the last name on the "selectee" list and the first name on the "non-selectee" list. No subject area can be conceded by a "front runner."

GRADE YOURSELF To see how your record would hold up in front of a selection board, go through the following worksheet and award yourself points in each subject area. Grade yourself honestly and you can see where you need additional work. Think of all the people in your pay grade doing up for advancement, give the person you rate highest in each graded area maximum points and then award yourself points based on that "ideal" maximum. Some weak areas can probably be improved upon by next evaluation period. Other areas may require careful planning (duty station variation and the like).

Areas/Traits listed under one particular heading in the following Work Sheet may appear under a different heading on another selection board work sheet. (For example, "Command/Community Involvement" is listed under the heading of "Potential." On another work sheet and another selection board, that area may be listed under a separate heading. In either case "Command/Community Involvement" will be worth about 1% of the total points available.) However, the bottom line is the same; point values remain mostly constant, regardless of what subject area a graded trait falls under.

What is the nautical word that means an indefinite area midway between the bow and stern? **AMIDSHIPS**

*"No one is offended by writing
that is easy to understand."*
From the book: **Successful Leadership Today**

E-7 SELECTION BOARD

WORK SHEET OVERVIEW (SAMPLE)

	<u>Maximum Percent</u>	<u>Candidate's Point Total</u>
1. EVALUATION PERFORMANCE (31%)		
a. Overall Evaluation Marks	20 %	
b. Peer Group Standing	6	
c. Leadership/Supervision Marks	5	
2. EVALUATION NARRATIVE (25 %)		
a. Narrative Agrees with Marks	10	
b. Job Accomplishment	3	
c. Accept Challenge/Responsibility	3	
d. Managerial Ability	3	
e. Supervisory Ability	3	
f. Administrative Ability	3	
3. CAREER HISTORY (16 %)		
a. Range/Variety Duty Stations	5	
b. Range/Variety Jobs Held	4	
c. Sea/Arduous Duty Performance	4	
d. Special Qualifications	2	
e. Special Assignments	1	
4. POTENTIAL (16 %)		
a. Early/Late Starter in Paygrade	3	
b. Initiative	3	
c. Performance Consistency	3	
d. Volunteer Extra Work/Projects	2	
e. Future Duty Recommendations	2	
f. Advancement Recommendations	1	
g. Problem Areas	1	
h. Command/Community Involvement	1	
5. PERSONAL AWARDS (6 %)	6	
6. EDUCATION (6 %)	6	
TOTAL:	100 %	
7. ADVANCEMENT EXAM (E-7 Only)	4 %	
(4 % taken from areas 1 through 6)		

WORK SHEET BREAKDOWN
(SAMPLE)

1. EVALUATION PERFORMANCE

a. OVERALL EVALUATION MARKS (200 Points)

Breakdown Scale	5.00	200 Points
	.98	195
	.96	190
	.94	185
	.92	180
	.90	175
	etc.	
	.80	150
	.70	125
	.60	100
	etc.	

b. PEER GROUP STANDING (60 Points)

Top Ranking Points (1 area only)

-Consistently Ranked Top/Nr. 1	50 Points
-Usually Ranked Top/Nr. 1	40
-Sometimes Ranked Top/Nr. 1	30
-Rarely Ranked Top/Nr. 1	20
-Once Ranked Top/Nr. 1	10
-Never Ranked Top/Nr. 1	0

Number Ranked Against

-Many	10
-None	0

NOTE: Selection boards usually average all evaluations received for the most recent 5-year period.
--

c. LEADERSHIP/SUPERVISION MARKS (50 Points)

Scale breakdown as for "OVERALL MARKS" above.

The proper greeting given by a junior who overtakes a senior in the Navy is what? BY YOUR LEAVE, SIR
--

2. EVALUATION NARRATIVE

a. NARRATIVE AGREES WITH MARKS (100 Points)

This area is a hedge against inflated marks. If very high marks are not justified in the narrative, a low number of points will be received in this area. Conversely, average marks and a good, meaningful narrative will receive extra points.

b. JOB ACCOMPLISHMENT (30 Points)

What was accomplished? How was it accomplished? Was accomplishment more/less than norm?

c. ACCEPT CHALLENGE & RESPONSIBILITY (30 Points)

Volunteer/Ask for additional assignments. Was accomplishment more/less than norm?

d. MANAGERIAL ABILITY (30 Points)

Demonstrated managerial skills, including area of material finance, time resources, and ability to plan and organize activities of others.

e. SUPERVISORY ABILITY (30 Points)

How many people were supervised? Under what conditions? What were the results?

f. ADMINISTRATIVE ABILITY (30 Points)

Administrative area is a mixture of:

-Administration: Paperwork, files, records, etc.

-Administrator: Includes managerial fringe areas.

3. CAREER HISTORY

a. RANGE/VARIETY DUTY STATIONS (50 Points)

The more varied command assignments, and therefore the more varied command missions, the more points. A geographical spread is also helpful.

b. RANGE/VARIETY JOBS HELD (40 Points)

The more varied jobs/duties the better.

c. SEA/ARDUOUS DUTY PERFORMANCE (40 Points)

Sea duty includes duty stations that are considered sea duty for rotational purposes. What was performance at sea/arduous duty assignments?

d. SPECIAL QUALIFICATION (20 Points)

Points awarded for special qualifications: OOD, ESWS, SS, Diver, Instructor, etc.

e. SPECIAL ASSIGNMENTS (10 Points)

Includes duty assignments in following areas:

Independent, isolated, embassy, instructor, recruiter, recruit company commander, etc.

4. POTENTIAL

a. EARLY/LATE STARTER IN PAYGRADE (30 Points)

Comparison between performance when first entering a higher paygrade and later performance. (Which is to say: "Does it take time to "grow" into a higher position/ pay grade?")

b. INITIATIVE (30 Points)

Recognizing work that needs to be accomplished, and taking the lead in getting it accomplished without waiting for direction. This can include both command and community activity.

c. PERFORMANCE CONSISTENCY (30 Points)

Sustained superior performance--all "peaks" and no "valleys."

d. VOLUNTEER EXTRA WORK/PROJECTS**(20 Points)**

Ask for more jobs/work, and perform well in those assignments. Work extra hours. Evaluation narrative should read "volunteered" versus "assigned."

e. FUTURE DUTY RECOMMENDATION (20 Points)

Recommendation to fill special billets and increasing responsibility and complexity: Instructor duty, Command Master Chief, and the like.

f. ADVANCEMENT RECOMMENDATION (10 Points)

Recommendation for advancement in all evaluations. Strong recommendation? Recommendation for Warrant Officer/LDO?

g. PROBLEM AREAS (10 Points)

Personal/Performance problems noted in an evaluation and not subsequently listed as being corrected/resolved... Or, not problems.

h. COMMAND/COMMUNITY INVOLVEMENT**(10 Points)**

Serve on command boards/committees, be a Navy Relief key person, etc. Join community activities/projects. And, do more than just attend meetings; get involved and accomplish something.

5. PERSONAL AWARDS (60 Points)**AWARDS (Examples)****Points Each**

Navy Cross	20
Navy Commendation Medal	7
Navy Achievement Medal	5
Good Conduct Medal	3
* Letter of Commendation	2
* Letter of Appreciation	1

* Letters must be signed by approved senior officer ranks. Unit awards (PUC, NUC, MUC, etc.) do not count.

6. EDUCATION

NAVY SCHOOLS: Points earned from schools vary depending on length, course content, type school, etc. Includes career counselor, instructor training, and job related schools. (Maximum: 10 points)

NAVY CORRESPONDENCE COURSES: Both the number and the frequency with which completed are considered--looking for "sustained superior performance." (Maximum: 10 points)

CIVILIAN EDUCATION Points (Max: 40)

Each college course	1
1 Year College	10
AA Degree (2 years)	20
BA/BS Degree (4 years)	30
Masters Degree	40

7. ADVANCEMENT EXAMINATION (E-7 only) (40 Points)

Not all E-7 selection boards award points in this area. When they do, highest test passers earn maximum and low test passers earn progressively less and less.

"Courage is grace under pressure."

ERNEST HEMMINGWAY

From the book: **Successful Leadership Today**

Who uttered the now-famous words:

"DON'T GIVE UP THE SHIP?"

JAMES LAWRENCE

CHAPTER 3

NAVY LDO/CWO PROGRAMS

THE HISTORY OF U.S. NAVY CHIEF WARRANT OFFICERS AND LIMITED DUTY OFFICERS

The chief warrant officer and, in some senses, the limited duty officer communities are as old as navies themselves. Warfare, in the distant past, was conducted by the aristocracy whose livelihood depended upon the income from agricultural lands given to them by the king in exchange for their obligation to provide armed fighting men when called upon. The king or prince might command an entire military expedition while various aristocrats commanded, as captains, their own "companies" of men-at arms. There were also junior officers who would command in "lieu" of the captain if the latter was killed or wounded--a lieutenant.

Actual fights at sea were rare in the late middle ages but if ships were needed, they were drafted into military service from traders and merchants. The ship would then be commissioned and a captain placed in command. The land-bound, part-time soldiers knew nothing of piloting, shiphandling or navigation. The ship's master, his principal officers and the sailors or "swabbers" were necessary for the success of the operation. Being commoners, employed for their specific skills, these expert seamen were issued royal warrants which bound them to serve the king in their special capacities. Whether the master could be called a limited duty officer or a commissioned warrant officer is a moot point, the rank, authority and precedence were less precise in those times.

*"Success is 1% inspiration
and 99% perspiration."*

From the book: **Successful Leadership Today**

At the outbreak of the Revolutionary War, the colonies quite logically modeled the nucleus of the naval establishment after the British. Our history records that on 14 December 1775, Congress agreed to construct thirteen ships. The grades of officers to lead this force were as follows:

CAPTAINS OF SHIPS	PURSERS
CAPTAINS OF MARINES	BOATSWAINS
LIEUTENANTS OF SHIPS	GUNNERS
LIEUTENANTS OF MARINES	CARPENTERS
SURGEONS	MASTERMATES
CHAPLAINS	SECRETARIES
	OF THE FLEET

Contrary to popular belief, most warrant officers of the 1800's were not sailors who had begun at the bottom of the Navy's ladder and worked their way up. Boatswains, gunners, carpenters and sailmakers were often appointed directly into the Navy after learning their trades in merchant vessels or as privateers. In 1859 most warrant officers had as little as six months service as enlisted men, some had none at all.

In 1862 the rank of ensign was introduced. By 1865 the Navy finally had vice admirals, rear admirals, and commodores. Master ranked between ensign and lieutenant until 1881, when the rank was changed to lieutenant (junior grade).

From the end of the Civil War, until the year 1900, warrant officers were boatswains, gunners, carpenters, sailmakers and mates. The duties of the mate were simple, "He will perform duties as assigned by the commanding officer." The mate was junior to all officers and warrant officers but senior to all enlisted men and to naval cadets, as graduates of Annapolis were then known.

Commissioned warrant grades (the chief warrant officer to "rank with but after ensign") were introduced to the Navy at the turn of the nineteenth century.

By the beginning of World War I we see the warrant ranks being used to meet the demands of the rapidly developing technology of the time. There remained on active duty only one chief sailmaker, but there were added to the register 84 chief pay clerks, 101 pay clerks and 52 acting pay clerks. In the past, pay clerks had received an appointment after having been selected

by a commissioned paymaster to work for that officer only. Very often they came directly from civilian life. Warrant pay clerks, on the other hand, had to be chief petty officers before they could apply for promotion.

It was during this period that the responsibilities of the gunner began to change, which eventually led to the creation of several new warrants. The gunner was also assigned the duty of supervising the electrical systems of ships. The original answer for this new specialty requirement was to split the gunner warrant into gunner and gunner(e) who was, despite his insignia, the electrical officer. With the introduction of wireless, gunner(e) was further divided to include gunner(w) which was later changed to gunner(r).

In 1910 Congress authorized the annual promotion of ten warrant officers to the rank of ensign. After World War I almost all warrant officers and chief warrant officers were former enlisted men. The warrant officer mess was the abode of long service enlisted men who had achieved first class or chief petty officer status before becoming warrants.

On the eve of World War II a chief or first class petty officer could be advanced to warrant if:

- a. He was under 35 years of age on the date appointed.
- b. He had no proficiency mark lower than 3.4.
- c. He was able to read and write English with facility, understand the four rules of arithmetic and proportion, was able to keep accounts of stores and was thoroughly conversant with all instructions and regulations pertaining to the grade for which examined.
- d. Could pass a professional examination.
- e. Had five years of sea duty, at least one of which was in the rate of chief petty officer or first class petty officer.

The demands of World War II forced the creation of several new warrant specialties and by 1950 there were twelve:

BOATSWAIN	GUNNER
TORPEDOMAN	ELECTRICIAN
RADIO ELECTRICIAN	MACHINIST
CARPENTER	SHIPS CLERK
AEROGRAPHER	PHOTOGRAPHER
HOSPITAL CORPS	PAY CLERK

In addition approximately one fourth of the lieutenant commanders, over 1,000 lieutenants and one third of the lieutenants (junior grade) were either permanent chief warrant officers or permanent enlisted.

In 1948 the Navy had recognized that it often lost critical skills and knowledge, learned as enlisted men or warrant officers, when a sailor was finally promoted to commissioned status in the unrestricted line community because this "mustang" officer was often not competitive with other commissioned officers. To retain these skills, and to provide a fair competitive position for officers promoted from the ranks, the Limited Duty Officer Program was established.

In 1948 the limited duty officer category was established under the Officer Personnel Act of 1947. The community was envisioned as a relatively small, elite group of officers who would retain their specialties acquired as enlisted men and warrant officers and support the unrestricted line community during periods of personnel shortages or when technological advances required. They were not to compete with the unrestricted line officers. Limited duty officers commissioned after the inception of the limited duty officer program through 1956 were given permanent appointments under 10 U.S.C. 5589. As these permanent limited duty officers progressed through the grade structure they were given a promotion opportunity equivalent to that experienced by unrestricted line officer.

The Defense Reorganization Act of 1949 created four warrant officer grade levels, W1, CWO2, CWO3 and CWO4.

Commencing with 1957, all initial appointments to limited duty officer through 1965 were temporary appointments under 10 U.S.C. 5596. The input to the program was increased markedly in 1957, so that of the 2502 officers comprising the total strength of the limited duty officer temporary program in January 1959, 1148 were temporary officers.

The "Williams Board," convened in 1959, recommended that the Limited Duty Officer Program be extended to meet the shortage of experienced junior officers and proposed that the warrant officer program be concurrently phased out utilizing senior and master chief petty officers to assume their duties. Pursuant to this recommendation, input to the limited duty officer community was increased, including the selection of warrant officers to

limited duty officer status. As a result, the limited duty officer (T) structure reached a peak population of about 7500 officers, in all limited duty officer designations, by the mid-1960's. Very quickly it became clear that technical specialist supervisors with a greater scope of authority, than that afforded to senior and master chief petty officers were needed and that their duties were quite separate from the managerial responsibilities of limited duty officers.

The "Settle Board" concluded, in October 1963, that the Limited Duty Officer Program should be phased down and the Warrant Officer Program re-instituted. The Secretary of the Navy approved the majority of the board's recommendations and plans were developed and executed to reestablish a Warrant Officer Program of about 5000 officers with a subsequent reduction in the size of the Limited Duty Officer Program to a total of 3000. Consequently, there were no limited duty officer accessions in FY-66, 67, and 68.

Recommendations designed to improve the limited duty officer and warrant officer programs and to improve stability in those communities were approved by the Secretary of the Navy on 5 December 1974. A study directed by the Chief of Naval Operations was conducted under the sponsorship of the Bureau of Naval Personnel Career Planning Board with the Limited Duty Officer/Chief Warrant Officer Program Manager assigned as a member of the group. Approved was:

- a. Retention of both the limited duty officer and chief warrant officer programs with separate functional role definitions developed for each officer group.

- b. Establishment of separate billet structures for the limited duty officer and chief warrant officer communities, based on the criteria expressed in their respective functional role definitions.

- c. Realignment of the limited duty officer and chief warrant officer designators/categories to provide warfare community identification and facilitate centralized management of these two officer groups.

- d. Establishment of new procurement and appointment procedures to provide separate paths to either limited duty officer or chief warrant officer directly from enlisted status, as well as

the retention of a path to limited duty officer, lieutenant(junior grade), from chief warrant officer.

In the 1970's the warrant (W1) was abandoned and qualified enlisted personnel were promoted directly to chief warrant officer, receiving commissions as chief warrant officers CWO2.

In 1980 the requirement that applicants for limited duty officer and chief warrant officer be under 35 years of age was abandoned and shortly after, master chief petty officers with up to 24 years of service were declared eligible for promotion to chief warrant officer.

The duties and status of both communities has changed over the past 500 years of modern naval history from common seafarers, reluctantly admitted to officer status by aristocratic soldiers at sea, to becoming an essential element to the operation of modern and permanent naval forces.

LIMITED DUTY OFFICER PROGRAM

The Limited Duty Officer Program is an enlisted-to-officer program that does not require a college education. The Limited Duty Officer meets the Navy's needs for officer technical managers. General eligibility requirements are the same as those of the chief warrant officer program with the following exceptions:

- Be serving as a petty officer first class or chief petty officer (E-6, 7 or 8). If the member is a petty officer first class, he/she must have served in the capacity for at least one year immediately preceding October 1 of the year of application.

- Have completed at least eight but not more than 16 years of active naval service on October 1 of the year application is made.

- Petty Officer first class candidates must complete all performance tests, practical factors, training courses and service schools required for chief petty officer. Additionally, each petty officer first class applicant must successfully compete in the annual Navy-wide examination for advancement to chief petty officer administered in January of the year of application.

-A candidate whose final exam multiple is equal to or greater than that required to be chief petty officer selection board eligible will be considered limited duty officer selection eligible.

-A petty officer first class is exempt from this requirement when authorization for advancement to chief petty officer has been received by the commanding officer.

-Must be recommended by the commanding officer.

Procedures and additional information about the Limited Duty Officer program can be found in BUPERSINST 1131.1 series.

CHIEF WARRANT OFFICER PROGRAM

The Chief Warrant Officer Program (along with the Limited Duty Officer Program) is one of the primary enlisted-to-officer programs that do not require a college education. Chief Warrant Officers provide technical expertise at a relatively stable grade level in the officer structure. General eligibility requirements are:

-Be a U.S. Citizen.

-Be serving on active duty as a chief petty officer in the regular Navy, Naval Reserve or TAR program at the time of application.

-Be physically qualified for appointment to chief warrant officer.

-Be a high school graduate or possess a service-accepted equivalent.

-Have no record of conviction by Court-Martial nor conviction by civil court for offenses other than minor traffic violations for the two-year period immediately preceding October 1 of the year application is made.

-Be recommended by the commanding officer.

-Personnel in pay grades E-7 through E-9 must have completed at least 12 but no more than 24 years of active naval service immediately preceding October 1 of the year of application.

Procedures and additional information about the Chief Warrant Officer program can be found in BUPERSINST 1131.1 series.

*"Before everything else, getting ready
is the secret of success."* HENRY FORD
From the book: **Successful Leadership Today**

What date in the U.S. Navy marked the first
appearance of the enlisted rating badge--a
white spread eagle above the red chevron? 1886

*"The wise are instructed by reason;
ordinary minds by experience;
the stupid by necessity;
and brutes by instinct."* CICERO
From the book: **Successful Leadership Today**

A void between compartments or tanks of a ship
used for the purpose of insulation is called what?
COFFERDAM

CHAPTER 4

PROMOTION TO LDO OR CWO

GOING FOR THE GOLD Do you have the officer qualities LDO/CWO selection boards are looking for? The below qualities of a good officer may not all appear in your performance appraisals, or even in your LDO/CWO command endorsement, but the people in your command who have an input on your endorsement will consider these qualities.

1. A good officer produces results and is industrious.
2. An officer must learn to evaluate information, analyze a problem, and then make a sound decision.
3. A good officer continually ensures attention to detail coupled with an awareness of the "big picture."
4. A good officer must have imagination and initiative.
5. A good officer must be able to inspire others, not just drive others.
6. A good officer must have complete mastery of his/her job, including all of the associated responsibilities.
7. A good officer must have a personal behavior that reflects absolute integrity and honor.
8. A good officer's personal appearance and military bearing must be above reproach.
9. A good officer must be a good communicator. It is not enough to simply possess knowledge, there must also be the ability to express oneself correctly and effectively to others.
10. A good officer must be a good shipmate.
11. A good officer must possess social grace and be sincerely interested in others.

PROMOTION TO LDO/CWO

The following information was taken from the NAVY EVAL AND FITREP WRITING GUIDE.

A good command LDO/CWO endorsement write-up should encompass, either directly or indirectly, as many of the following areas as possible.

POTENTIAL - For continued growth and value.

TECHNICAL COMPETENCE - More so for CWO candidates.

EDUCATION - A minimum of 60 semester hours college or AA Degree is practically a **MUST** for LDO. College for CWO is not mandatory, but is definitely helpful. In either case, the more the better.

DUTY/EXPERIENCE - Wide range/variety. Much arduous/sea duty. Call your detailer and ask what a wide range of duties might include. The LDO/CWO selection board members will probably call the detailers for the same information.

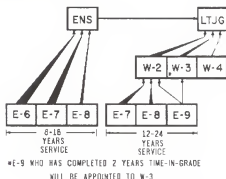
LEADERSHIP - Proven leadership in variety of jobs/positions.

PAST SUCCESS - Brief highlight in write-up.

SUSTAINED PERFORMANCE - Your record should speak for itself in this area.

MOTIVATION INITIATIVE ORGANIZER MANAGER

The above areas are directly related to well rounded "professionals." Selection boards are also looking for a "well rounded" person with high personal character and varied interests outside a strictly professional environment. While jogging, hobbies, and the like can be covered in your personal write-up, the command endorsement should convey the "whole person" in such areas as **INTEGRITY, RELIABILITY, MORAL STANDARDS, FINANCIAL/FAMILY STABILITY, and SOCIAL INVOLVEMENT/ ACCEPTANCE** (for example, being a member of a PTA shows social involvement, however, being president, secretary, etc. shows social acceptance.) Selection boards realize that when they promote someone to the officer ranks, that officer can stay around for years with average performance. The board would obviously hesitate when asked to promote someone of "questionable" character.



ADVANCEMENT FROM ENLISTED TO
CHIEF WARRANT OFFICER AND
LIMITED DUTY OFFICER

SAMPLE COMMAND ENDORSEMENT # 1

1. Forwarded, most strongly recommending approval.
2. (Name) is a "hard charger" who is an exceptionally talented and well-qualified candidate for commissioning as a (LDO/CWO). He is a forceful, dynamic leader who knows how to motivate subordinates and get outstanding results. He is the best (peer group) in my command and I frequently seek his assistance to take on special projects, both operational and administrative in nature. Without fail, he has responded enthusiastically, with positive results, and ahead of schedule.
3. (Name) is eminently qualified and prepared to accept the greater responsibilities and trust of a (LDO/CWO). His career has been varied and he has held a number of increasingly more demanding billets and positions. The hallmark of all his past assignments is exemplary performance. He has an intense desire to excel in all endeavors. He is an outstanding candidate for (LDO/CWO) in the Category.
4. (Name) academic ability is best reflected in his completion of ... hours of college work, during off-duty hours, with an overall grade average of ... The scores of the correspondence courses he has completed range from ... to ... He consistently places at or near the top in all service schools. He always strives to improve himself and others around him.
5. (Name) has a cheerful, sincere, and professional attitude. He is always polite and courteous to his seniors, and is demanding, considerate, and imaginative in his leadership of subordinates. (Name) believes in the Navy, is highly motivated toward a Naval career, and is an outstanding example for junior personnel to look to for guidance and assistance.
6. (Name) manifests the attributes most desired in an officer candidate. He is intelligent, versatile, highly motivated, and he continually exemplifies the highest possible standards of professionalism and performance. He is eminently qualified in all respects for advancement to commissioned officer status.
7. The Navy needs men of (name) ability and potential in responsible positions. I would actively seek to have him assigned as a member of my wardroom, either afloat or ashore. I recommend him for promotion to (LDO/CWO) in the strongest terms possible.

SAMPLE COMMAND ENDORSEMENT # 2

1. Forwarded, highly recommending approval.

2. (Name) is an outstanding candidate for the Navy's (LDO/CWO) Program. He is an energetic and methodical individual with the proven ability to excel in any assignment. His unique ability to immediately establish, and maintain, a close rapport and harmonious working relationship with today's young, inquisitive sailor led to his assignment as (organization) Career Counselor. In this capacity, he made significant improvements to the organizational structure and record keeping practices that ultimately led to improved effectiveness and an increase in first term reenlistments of 25%. He has been particularly effective in maintaining close liaison with the local Personnel Support Detachment to ensure that responsive support is provided and that all command requirements in the personnel area are met. (Name) has the maturity to maintain the fine balance between mission requirements and concern for the individual, which is particularly difficult to define in administrative matters. As a result, he is exceptionally effective in dealing with subordinates, peers, and superiors.

3. (Name) performance is second to none. He can be depended upon to accomplish any task presented to him and on several occasions sacrificed his off-duty time to insure that a job was completed with utmost accuracy. As a supervisor and leader his professional and military competence is continually tested and has never been found lacking. His steady and uncompromising approach toward good leadership leaves no doubt in the minds of his men as to what is expected of them and makes following his lead an easy choice.

4. (Name) academic achievements are truly impressive. Despite the disruptions of transfers while on active duty, he has aggressively availed himself of the opportunity to study and complete classroom and correspondence courses in order to earn a college degree. He recently completed all requirements for an Associates Degree and is expected to earn his BA Degree within the next year.

5. A complete professional and an outstanding example of the dedicated careerist needed in today's Navy. (Name) is most strongly recommended for the (LDO/CWO) Program. I would be particularly pleased to have him as a member of my wardroom.

NORMAL PATH OF ADVANCEMENT TO CHIEF WARRANT OFFICER & LIMITED DUTY OFFICER

ENLISTED RATING CATEGORY &

CWO CATEGORY

LDO

& DESIGNATOR		DESIGNATOR
BM, QM*, SM	BOATSWAIN (711X/721X)	DECK (611X/621X)
QM*, SM*, OS*, ST*, EW*, RM	OPERATIONS TECH (712X/722X)	OPERATIONS (612X/622X)
QM, MR, EN, MM*, GS, EM	ENGINEERING TECH (713X/723X)	ENGINEERING/ REPAIR (613/623X)
HT	REPAIR TECH (714X/724X)	
#MM*, EM* ET*	NUCLEAR POWER TECH (715X/725X)	NUCLEAR POWER (615X/625X)
GM, FTB*, FTM*, FT*, MT, FTG*	ORDNANCE TECH (716X/726X)	ORDNANCE (616X/626X)
MN	UNDERWATER ORDNANCE TECH (717X/727X)	
OS*, ST*, FTG*, FTB*, FTM*, FT*, EW*, ET*	ELECTRONICS TECH (718X/728X)	ELECTRONICS (618X/628X)
RM	COMMUNICATIONS TECH (719X)	COMMUNICATIONS (619X)
ABE, ABF, ABH, AB	AVIATION BOATSWAIN (731X)	AVIATION DECK (631X)
AW	AVIATION OPS TECH (732X)	AVIATION OPS (632X)
AD, AME, AMH, AMS AM, PR, AS, AZ, AFM	AVIATION MAINTENANCE TECH (734X)	AVIATION MAINTENANCE (634X)
AO, GM*	AVIATION ORDNANCE TECH (736X)	AVIATION ORDNANCE (636X)
AT, AE, AVCM	AVIATION ELECTRONICS TECH (738X)	AVIATION ELECTRONICS (638X)
AC	AIR TRAFFIC CONTROL TECH (739X)	AIR TRAFFIC CONTROL (639X)
LI, JO*, PC, PN, YN, LN, RP	SHIP'S CLERK (741X)	ADMINISTRATION (641X)
MU	BAND MASTER (743X)	BANDMASTER (643X)
CT@	CRYPTOLOGIC TECH (744X)	CRYPTOLOGY (644X)
IS*	INTELLIGENCE TECH (745X)	INTELLIGENCE (645X)
AG	AEROGRAPHER (746X)	METEOROLOGY/ OCEANOGRAPHY (646X)
PH, IS*, JO*, DM*	PHOTOGRAPHER (747X)	PHOTOGRAPHY (647X)
ANY RATING QUALIFIED IN EOD	EXPLOSIVE ORDNANCE TECH (748X)	EXPLOSIVE ORDNANCE DISPOSAL (648X)
MA	PHYSICAL SECURITY TECH (749X)	PHYSICAL SECURITY (649X)
DK, SK, SH, AK, MS*	SUPPLY CORPS WARRANT (SC) (751X)	SUPPLY (SC) (651X)
MS*	FOOD SERVICE WARRANT (SC) (752X)	MESS MANAGEMENT (SC) (652X)
DM*, BU, CE, CM, UT, EA, EO, SW, CUCM, EQCM	CIVIL ENGINEER CORPS WARRANT (CEC) (753X)	CIVIL ENGINEER (CEC) (653X)
## LN		LAW (655X)
HM	PHYSICIAN'S ASSISTANT (754X)	

NOTES:

* Normal path in more than one category.

@ Only CT personnel may apply.

Exclusive path of advancement for those with nuclear power NEC

Personnel with clerical and/or paralegal background may apply.

NC may apply under previous rating or any designator for which qualified.

CHAPTER 5

ENLISTED EVAL DRAFTING/WRITING

The Navy Eval & Fitrep Writing Guide, and its predecessor the *Enlisted Eval & Officer Fitrep Writing Guide*, has become the guide to use in writing evaluations and fitness reports since its first printing in 1984. Most of the information in this chapter comes from these books. *The Navy Eval & Fitrep Writing Guide* is a must for those individuals who want to give and receive the best evaluations possible. SEE INFORMATION IN THE BACK OF THIS BOOK TO ORDER THIS WRITING GUIDE.

PRIMARY OBJECTIVES OF GIVING ENLISTED EVALUATIONS

- Identify advancement, retention and future duty potential.
- Provide feedback to the evaluatee.

PERFORMANCE MEASURED

- **PERSONAL TRAITS** - How something is done (for example, the leadership, initiative, etc. used or applied to accomplish something).
- **JOB PERFORMANCE** - What and how much is done.
- **JOB BEHAVIOR** - Appearance, adaptability, behavior, etc.

OBJECTIVE AND SUBJECTIVE ANALYSIS

- **OBJECTIVE ANALYSIS** should be used whenever possible to document an individual's performance. Objective analysis means to quantify performance results. How much was done? What was done? Use hours, time, percent, dollars, etc.
- **SUBJECTIVE ANALYSIS** is the evaluator's perceptions, beliefs, or thoughts on how something was accomplished. This is an analysis of a person's "inner" qualities (or personality) and must be based on observation over a period of time. Subjective analysis is used to describe what prompted or caused an individual to do something (personal traits such as leadership, imagination, etc.).

PREPARATION CHECK-LIST

The more knowledge and tools an evaluator has at his/her disposal the better. The following information should be reviewed PRIOR TO committing a subordinate's performance to print.

1. All performance appraisals should be handled discretely. They should be worked on in private.
2. Rough copies of past performance appraisals should be retained on file for reference in the next reporting period.
3. Insofar as practicable, reporting seniors should grade all evaluations of the same competitive category at one time. This will facilitate comparative grading.
4. Endeavor to obtain a just and equitable spread in the marks assigned to a comparative group.
5. Do not gravitate toward either a gratuitously high or rigidly severe policy of grading. The Navy is plagued by general over-assessment of average performers and occasional under assessment of "top performers." This serves to reduce the advancement opportunities of the "best qualified."
6. Exercise care to mark objectively, avoiding any tendency which might allow general impressions, a single incident or a particular trait, characteristic, or quality to influence other marks unduly.
7. When uncertain, due to limited observation, as to the appropriate evaluation of any rating area, mark the "Not Observed" block rather than assign a "middle-of-the-road" mark.
8. Avoid marking a new person somewhat lower than he/she deserves in order to reflect improved performance in subsequent evaluations. This malpractice can result in unjust advancement or assignment actions.

"Leadership is action not position."

DONALD McGANNON

From the book: **Successful Leadership Today**

9. Before beginning to write, check over available performance data and determine which category you are going to place an individual being reported on:

- a. Head and shoulders above contemporaries--promote now.
- b. Above many contemporaries--promote above most.
- c. Good performer - promote with majority of contemporaries.
- d. Behind peer group performance - do not promote.

When a decision has been reached, write an evaluation that will support and justify your position.

10. The "head and shoulders" performers should be immediately identified at the start of the narrative. The remaining write-up must justify and reinforce your position.

11. Ensure that realistic marks are assigned to individuals whose performance of duty has been manifestly unsatisfactory. Impersonal grading and concise statements of fact best serve overall interests under such circumstances.

12. Conversely, ensure that due recognition is accorded when an individual demonstrates truly outstanding or exceptional professional competence and potential. In such cases accentuate the positive. State all major accomplishments that have been achieved. More importantly, comment constructively on capacity or potential for future increased responsibility and advancement.

13. If the command has made an outstanding performance during the reporting period, an individual's contribution to this effect should be included in the write-up. Of course, the converse is true.

14. After completion of an evaluation, review previous worksheets on the same person, if available, to ensure that any changes in the marks on the current evaluation are intended. Any significant shift of marks in reports signed by the same reporting senior must be substantiated by the narrative.

15. When marking subsequent reports on the same person, guard against repetitive phraseology, as this will reflect lack of thought.

16. Before submitting a smooth evaluation, analyze the narrative to make sure that what is meant to be said is, in fact, actually being said, giving careful thought not only to what chosen words mean to the evaluator, but also how they may be construed by a selection board.

17. When the evaluation is finished, review it to ensure that:

- All parts are consistent (marks & narrative agree).
- The trend in performance (increase or decrease) is correctly conveyed.

18. Bear in mind that evaluations reflect the degree and extent in which evaluators measure up to their moral obligation. And, an evaluator's write-up may be used to judge his/her evaluation.

19. Remember, words are both valuable and dangerous tools. Choose them carefully.

DO CHECK LIST

- DO submit evaluations on time and in correct format.
- DO write evaluations directed TO selection boards.
- DO write on how someone contributed above or below what is normally expected.
- DO write to express, not impress.
- DO be fair, honest, and objective.
- DO comment on growth potential and qualifications for promotion and future duty assignments.
- DO write on hard, pertinent facts, not "faint praises" without substance.
- DO use short, concise "bullets" or complete sentences with proper grammar.
- DO use underline to highlight key areas only.
- DO include specific extracurricular activities.

"No matter what may be the ability of the officer, if he loses the confidence of his troops, disaster must sooner or later ensue." GEN ROBERT E. LEE
From the book: **Successful Leadership Today**

DON'T CHECK LIST

- DON'T assign marks that are inconsistent with the narrative.
- DON'T write evaluations directed TO the individual.
- DON'T assign exceptionally high/low marks without comments in the narrative that clearly distinguish the performance.
- DON'T include minor, isolated, or insignificant imperfections which do not affect performance. Someone can be "Five-O" without being perfect.
- DON'T use glittering generalities which go on and on without saying anything useful.
- DON'T use long words when shorter words will do.
- DON'T be verbose or redundant.
- DON'T restate the job description in the narrative. That space is too valuable.
- DON'T write "During the period of this report," or words to that effect. It is understood, unless otherwise stated, that all actions and events in an evaluation occurred during the reporting period being covered. Again, narrative space is too valuable.
- DON'T start too many sentences with the same: Petty Officer... He...He...Petty Officer...He... etc. Reading becomes sluggish and boring and shows lack of attention or ability on the part of the drafter.
- DON'T use a person's name without associated rank. For example, do not write "Jones is..." instead, it should be "Petty Officer Jones is..." An evaluation is an official document and an individual's rank should always accompany his/her name.
- DON'T use the term "ratee." It is too impersonal and impresses no one.

A nautical order to stop or cease is what? AVAST

The one grade of "PETTY OFFICER" was broken down into First, Second, & Third Class Petty Officer in the U.S. Navy in what year? 1885

DRAFTING THE NARRATIVE

1. OBJECTIVE. Evaluations should be drafted with two objectives in mind. These objectives are:

a. To document, in SPECIFIC terms, what an individual contributed to Navy, command, and department/division mission effectiveness and accomplishment; and,

b. To document the SUBJECTIVE "inner" qualities demonstrated by an individual on how performance was accomplished.

2. GUIDANCE.

a. BE POSITIVE. Any shortcoming or deficiency mentioned in the narrative should be significant, either in terms of performance or potential. At any level in an organization some occasional, routine guidance is necessary. If the comment is made that someone requires occasional instruction or guidance, that means he/she requires more instruction or guidance than would normally be expected. In effect, comments on minor deficiencies are automatically magnified when they are included in the narrative.

b. BE CONCISE. A direct hard-hitting write-up is better than an elegant one--concentrate more on content and specific accomplishments.

c. BE FACTUAL. Quantify individual achievement and accomplishments when possible.

d. BE SPECIFIC. A few well worded phrases or sentences on individual accomplishment and achievement mean much more than pages on billet description, command employment, etc.

e. BE OBJECTIVE. To the maximum extent possible, comment on quantifiable "objective" accomplishments, not on "subjective" personal notions.

3. STRUCTURE. The following evaluation structure has won wide acceptance in the Navy and is highly favored by Navy selection boards. Format in order given.

a. OPENING FORMAT

- b. JOB ACCOMPLISHMENT
- c. PERSONAL AND BEHAVIORAL TRAITS
- d. CLOSING FORMAT

EVALUATION SAMPLE #1

Superior leader, manager, and organizer. Virtually unlimited potential. Continually supports and enforces command goals and policy. Mature, articulate, and dedicated, meets or exceeds all deadlines.

Accomplishments include:

- Reenlisted 7 of 8 eligible personnel.
- All personnel in (organization) qualified for advancement.
- Received Letter of Appreciation for outstanding work on, and support of command 3M duties.
- Qualified OOD (Inport) in 3 months. OOD Underway in 6 months. Less than half average time. Runs taut watch team and enjoys my complete confidence and support.
- Excels in self-directing and self-pacing.
- Attains quality results at any tasking level.
- Uses penetrating and objective analysis in arriving at decisions.
- Immaculate personal appearance.
- Cheerful, witty, and friendly, asset to high morale.
- Maintains articulate and up-to-date records.
- Active in community: Vice President PTA; Editor local VFW chapter newsletter; Church leader.

Unequaled ability to obtain maximum results of available material and manpower resources. Unyielding dedication and loyalty. Analytical in thought, reasoned in mind. Humane and compassionate. Seasoned counselor. Demanding yet fair, impressive leader and organizer. Strong moral fiber, respected by subordinates and superiors. Top achiever of boundless potential and ability.

EVALUATION SAMPLE # 2

(Name) is a top performer. unlimited potential. Totally professional, poised, mature, and dedicated.

Significant achievements include:

- Awarded Navy Achievement Medal for ...
- Awarded Letter of Commendation from... for sustained superior performance during (period).
- Awarded Letter of Appreciation for off-duty assistance in civic functions.

Self-starter. Can plan, coordinate, direct, and finish job right the first time. Highlights of specific accomplishments include:

-Established superb supply system within (organization) that affords complete and accurate stock control management and auditing capabilities.

-(Organization) key person in Navy Relief, Combined Federal Campaign, and special Red Cross Drive. 100% participation.

-Drafted two command instructions and fifteen (organization) SOPs. All excellently researched, documented, and accurate.

-Managed and led 15-man "tiger team" in installation of new (equipment) and systems package. Completed three months ahead of schedule and \$10,000 under budget.

Neat, trim, and fit. Immaculate "recruit poster" quality appearance. Articulate in speech, polite in manner. Submits timely and accurate paperwork. Enjoys loyalty, cooperation and support of subordinates. Intelligent and dedicated, always volunteers for additional work to help shipmates and increase own knowledge, skill, and worth. A rising star of unlimited potential. Highly qualified and recommended for any demanding and challenging billet within or two pay grades above present rate.

(Name) does not believe in idle time or unfinished projects. Manages own time and that of others to best possible advantage. Possesses managerial and organizational expertise rarely observed in contemporaries. Completes large volume of work each day, frequently working extra hours.

CHAPTER 6

YOUR ENLISTED EVAL BRAG FILE

You should keep a "Brag File." The more information you have in a brag file the better. If you receive a "sounds good, say nothing" Fitrep, it is as much your fault as the person who wrote it--you let him/her get away with it. A good write-up must have some substance, some job accomplishment specifics. Your superiors don't have time to maintain a file of brag sheets on each person who works for them. You don't have time to maintain a file of brag sheets on each person who works for you. You keep your own, and tell your subordinates to keep one of their own. Then when it is time to provide an input to your Fitrep, break out everything you have, compile it and then decide what you want to use. If you don't come up with two or three items a week to place in the brag file, you aren't trying--or you aren't doing your job.

The following items are offered to get you started. Add to it items particular or unique to your job or billet. These items could be appropriate to you individually, or to your work group.

1. Reenlistment (numbers/percentages)
2. Advancement (numbers/percentages)
3. PQS (military/professional) completed
4. Correspondence courses
5. Off-duty education
6. Inspection results: zone, material, security, command, safety, admin, personnel, berthing/ barracks. type training, 3M, retention team, etc.
7. Graded exercises
8. Financial budget (save \$)
9. Organization manning allowance onboard
10. Average work-week hours
11. Accomplishments/Distinctions received
12. Organizational correspondence forwarded correct/timely
13. What your organization did to help meet command objectives and commitments.
14. Special/Additional assistance given others
15. New programs you had a hand in starting
16. Improvements to spaces/working conditions, etc.
17. Directives, SOPs, instructions originated/up-dated

18. Command and community involvement
19. Collateral duties (volunteer and be active in several)
20. Major evolutions participated in
21. Extra hours worked
22. Extra projects worked on (outside normal area of responsibility or outside normal working hours)

The above list could go on and on. The point is there is a list. Commit yourself to maintaining a "brag file" throughout all reporting periods. Tell your top performers to do the same, you will all look better.

*"By far the most valuable possession
is skill."* HIPPARCHUS

From the book: **Successful Leadership Today**

*"No great man ever complains of
want of opportunity."* RALPH WALDO EMERSON

From the book: **Successful Leadership Today**

A "stay" that supports a mast from the
aft is called what? BACKSTAY

The nautical term 'DAVEY JONES LOCKER'
means what? OCEAN BOTTOM

CHAPTER 7

WRITING AND SPEAKING

Mastery of self-expression is one difference between the competent and the exceptional. All things being equal, the officer who has expended the effort to master the skills of writing and speaking will rise more rapidly, be a more effective leader and contribute more to the military service and the nation.

Ability to impart information in a clear, concise manner is a blessing for both superiors and subordinates. Superiors already overburdened with a mass of sometimes conflicting information welcome the discovery of an officer who can present an oral or written case that is logical, brief and to the point. For the subordinate, it is a blessing to find a superior who can provide clear information in an understandable manner. Most people neither need nor want long, detailed expositions of grand strategy. They simply want to know what they are supposed to do now.

In the Armed Forces, command is exercised through written and oral communication that must be articulate and understandable at all levels. Superior qualification in the use of the written and spoken word is as essential to military leadership as the knowledge of the whole technique of weapons handling and the use of complex systems.

It is a matter of personal decision whether an officer will develop the communications skills necessary for exceptional leadership or will hide behind the excuse offered by too many, "I have no gift for writing or speaking."

Anyone who has the brains to gain a commission has the brains to become a good writer. It requires work. It doesn't come easily or quickly. It demands time and effort to master the language. It demands practice and more practice. Extensive practice creates the ability to look at a problem, define its important parts and discover the possible solutions. Before one can write, one has to think. What an officer thinks will be reflected in the structure, the choice of words and the logic of the writing. This does not mean that the task will ever become easy.

Good writing always will require more perspiration than inspiration.

Lastly, the writer must have something to say. The task is to deliver the message of substance in the clearest possible way. Almost always this means the shortest way. A person who reads a lot soon finds that writing is almost as easy as reading. Most effective officers read a lot, and not just instruction manuals.

Formal education is not a prerequisite for writing ability and having something to say. What is required is an interest in development of the skills and of the surrounding world. A few simple rules are helpful:

- The more simply a thing is said, the more powerfully it influences those who read it.

- There is always one best word to convey a thought or feeling. The use of a weaker substitute will deprive the writing of force and impact.

- Economy of words strengthens the writing.

According to Carl Sandburg, adverbs are better tools than adjectives because they enhance the verb and are active. Adjectives simply load down the noun.

Verbs make language live. The verb is the operative word; it gives the sentence meaning. Strength in sentence structure comes from emphasis on the verb.

An outline is imperative. It may exist only in the mind of the writer, but it must exist. Each piece of writing must have three things: a beginning, middle and an end. Writing is similar to a journey. The destination--the conclusion--must be known before the effort is begun.

One must write with the words that most accurately express his/her thoughts. The words must be understandable to the audience. Anything else misses the point.

In conclusion, the important points are to master the language, practice the skills and have something to say.

CHAPTER 8

WRITING TIPS

1. When writing, don't tell the reader what you know. Tell the reader only what he or she needs to know, what it means, and why it matters.
2. When responding to someone, start with what concerns that person the most. When writing on your own, start with what concerns you most.
3. Most writers try to impress readers. The size of your words is less important than skill in manipulating the words you already know.
4. Written communications should follow the newspaper pattern. Open with the most important information and add the supplemental information later. Don't bury the main point somewhere in the middle.
5. Placement:
 - Put requests before justifications
 - Put answers before explanations
 - Put conclusions before discussions
 - Put summaries before details
 - Put general before specific
6. Written words should be in the same language as you might use in speaking. The most readable writing sounds like people talking to people.
7. When constructing sentences, vary sentence length. If you write a couple of 10-15 word sentences, follow up with a much shorter sentence, perhaps 4-6 words. This makes reading and understanding easier.
8. Short paragraphs are especially important at the start of correspondence. Long first paragraphs discourage reading. Call attention to lists of items or instructions by placing them in subparagraphs. Again, keep them simple.

9. Put the main point in the first paragraph, and keep that paragraph short and to the point.
10. The longer you take to get a point across, the weaker you come across and the more you risk masking important ideas.
11. Each paragraph should cover only one specific point. Use additional paragraphs as necessary. One sentence paragraphs are acceptable.
12. Use short paragraphs. Long paragraphs conceal ideas. Cover one topic completely before starting on another topic. A single topic may take more than one paragraph, but keep them short and simple.
13. Paragraphs with more than 10-12 sentences generally have to be read over more than once to ensure all the information is collected by the reader. Again, use short paragraphs.
14. Use personal pronouns. "We," "us," and "our" are more personal and are generally more accepted than stating a command or a billet position. When writing to a particular individual use "you."
15. Avoid words ending in "ion" and "ment" where possible.
16. Be sure to mention in the text any reference cited in the reference block. The first textual reference should be "reference (a)," the second would be "reference (b)" etc.
17. Remember, most "no" communications need some explanation. "Yes" answers need little explanation.
18. When you reach the end--STOP. When writing to persuade rather than just inform, you may want to end strongly--with a forecast, appeal, or implication. When feelings are involved, you may want to exit gracefully--with an expression of good will.

*"A successful leader is a
coach and a cheerleader."*

From the book: **Successful Leadership Today**

<u>Avoid these</u>	<u>Try these</u>	<u>Avoid these</u>	<u>Try these</u>
accompany	go with	accorded	given
accordingly	so	adjacent to	next to
advantageous	helpful	allocate	divide, give
a number of	some	apparent	clean, plain
appreciable	many	approximately	about
ascertain	find out	attain	meet
attempt	try	benefit	help
capability	ability, can	close proximity	near
comply with	follow	component	part
consequently	so	contains	has
disclose	show	eliminate	cut, end
encounter	meet	endeavor	try
equivalent	equal	expeditious	fast, quick
expend	spend	facilitate	ease, help
feasible	workable	finalize	complete, finish
forward	send	frequently	often
furnish	give, send	however	but
identical	same	immediately	at once
inasmuch as	since	inception	start
incumbent upon	must	inform	tell
initiate	start	in order to	to
in the amount of	for	in the event that	if
in the near future	soon	in view of	since
is applicable to	applies to	is authorized to	may
limited number	few	magnitude	size
methodology	method	not later than	by
numerous	many	observe	see
perform	do	portion	part
promulgate	issue, publish	provided that	if
remain	stay	remainder	rest
requests	ask	set forth in	in
sufficient	enough	terminate	end, stop
transmit	send	utilization	use
with reference to	about		

"It is human nature to want to be recognized and rewarded for special effort or achievement."
 From the book: **Successful Leadership Today**

CHAPTER 9

WRITING SYMBOLS & SIGNS

APOSTROPHE

TO CREATE POSSESSIVE FORMS OF CERTAIN NOUNS.

-Add an apostrophe s when nouns do not end with an s.

-Add only the apostrophe to nouns that end in s or with an s sound.

officer's rank (singular)

officers' clubs (plural)

Smith's duty section (singular)

Jones' duty section (singular)

To show possession of compound nouns, add an apostrophe s to the final word.

secretary-treasurer's report

mother-in-law's car

To show joint possession for two or more nouns, add the apostrophe or apostrophe s to the last noun. Add only the apostrophe to plural nouns ending in s and apostrophe s to singular nouns.

girls and boys' club

Doug and Jan's son Ken

To show separate possession, place the possession indicators on each noun or pronoun identifying a possessor.

Doug's and Jan's cars

sailors' and soldiers' uniforms

TO FORM PLURALS OF CERTAIN LETTERS.

-Make lower-case letters plural by adding an apostrophe s.

-Upper-case letters are made plural by adding s alone unless confusion would result.

dotting the i's

crossing the t's

COs

XOs

SOS's

ASTERISK

An asterisk is used to refer the reader to footnote(s) at the bottom of a page.

Two asterisks** identify a second footnote.

Three asterisks*** identify a third footnote.

When more than three footnotes are used, numbered footnotes should be used.

BRACKETS

Brackets are used:...

TO CLARIFY OR CORRECT MATERIAL WRITTEN BY OTHERS.

She arrived on the 3rd (4th) of August.

The statute (sic) was added to the book of statutes.

NOTE: The word "sic" in brackets tells the reader that something is probably wrong with the word immediately in front of the first bracket but the word is reproduced exactly as it appeared in the original.

TO INSERT EXPLANATORY WORDS OR PHRASES WITHIN QUOTED MATERIAL.

"Tell them (the sailors) to report to their duty stations."

TO ENCLOSE A PHRASE THAT FALLS WITHIN PARENTHESES.

(It was noted that everyone attending (including the sailors) wore uniforms.)

TO INSERT EDITORIAL COMMENTS.

"Please welcome (audience rises) Commodore Jones."

COLON

The colon is used:

TO SEPARATE AN INTRODUCTORY STATEMENT FROM EXPLANATORY OR SUMMARIZING MATERIAL THAT FOLLOWS WHEN THERE IS NO COORDINATING CONJUNCTION OR TRANSITIONAL EXPRESSION.

They requested two documents: the O&R Manual and the ACT.

We had only one place to go: over the side.

The board consists of three officers: president, vice president, and secretary-treasurer.

WHEN A SENTENCE CONTAINS AN EXPRESSION SUCH AS "THE FOLLOWING" OR "AS FOLLOWS" AND IS FOLLOWED DIRECTLY BY THE ITEMS.

Results were as follows: better morale, less work, and improved relations.

The following pertain:

- 1. A Navy ship.***
- 2. A Navy captain.***
- 3. At sea.***

NOTE: capitalization and punctuation above.

AS A FULL STOP WITH ENUMERATIONS.

He selected four people: Doug, James, Wayne, and Ken.

WITH A QUOTATION WHEN THE WORD "SAY" OR A SUBSTITUTE FOR "SAY" HAS BEEN OMITTED.

The captain turned: "Who gave that order?"

Do not use a colon...

WHEN THE ITEMS SHOWN IN ENUMERATION COMPLETE THE SENTENCE THAT INTRODUCES THEM.

Liaison officers must
a. become familiar with the situation,
b. know the mission, and
c. arrange for communications.

NOTE PUNCTUATION

WHEN AN EXPLANATORY SERIES FOLLOWS A PREPOSITION OR A VERB.

The committee consists of LT Jones, LT Frank, Chief Turner, and PO1 Jeffrey.

TO INTRODUCE AN ENUMERATED LIST THAT IS A COMPLEMENT OR THE OBJECT OF AN ELEMENT IN THE INTRODUCTORY STATEMENT.

Our goals are to (1) learn the basic first aid elements, (2) apply the basic elements, and (3) save lives.

COMMA

USE A COMMA...

-WITH THE COORDINATING CONJUNCTIONS "AND," "BUT," "OR," OR "NOR" WHEN THEY JOIN TWO OR MORE INDEPENDENT CLAUSES.

It was a good choice, but the other choices deserve future consideration.

-TO SEPARATE THREE OR MORE WORDS IN A SERIES, INCLUDING THE WORD BEFORE THE FINAL "AND," "OR," OR "NOR."

***He issues food, equipment, and clothing.
The captain neither laughed, swore, nor joked.***

-WITH PARALLEL ADJECTIVES THAT MODIFY THE SAME NOUN.

***If the order of the adjectives can be reversed or if "and" can stand between them, the adjectives are parallel and should be separated by a comma.
a long, dry trip
a cold, wet winter***

If the first adjective modifies the idea expressed by the combination of the second adjective and the noun, do not use a comma.

a heavy winter overcoat

-WITH PARALLEL PHRASES OR CLAUSES.

The officer should be aware constantly that debts, personal health, or any one of many problems may destroy a person's peace of mind....

-TO INDICATE OMISSION OF WORDS IN REPEATING A CONSTRUCTION.

***We had a tactical reserve; now, nothing.
The comma takes the place of "we have."***

-WITH WORDS, PHRASES, OR CLAUSES THAT EXPLAIN, DESCRIBE, OR IDENTIFY THE NOUN.

***If nonessential, they are set off by commas.
The executive officer, CDR Jones, was in a foul mood.
This book, a writing guide, is an indispensable aid.***

***If essential or restrictive in nature, they are not set off by commas.
My son Robert was the first to leave home.***

The aircraft carrier GEORGE WASHINGTON was away from its home port.

-TO SET OFF INTERRUPTING WORDS, PHRASES, OR CLAUSES WHEN THEY BREAK THE FLOW OF THE SENTENCE.

***The lieutenant, after all, was an experienced pilot.
This, indeed, was exactly what they wanted.***

-AFTER INTRODUCTORY SUBORDINATE CLAUSES.

When the captain entered the wardroom, everyone came to their feet.

-TO SEPARATE TWO OR MORE COMPLEMENTARY PHRASES THAT REFER TO A SINGLE WORD THAT FOLLOWS.

The coldest, if not the most severe, winter we have had was in 1991.

-TO SET OFF DATES, ADDRESSES, PLACE NAMES, AND WORDS IDENTIFYING A TITLE OR POSITION FOLLOWING A PERSON'S NAME.

The date of the party, 4 August 1996, was the turning point.

We visited 10 Downing Street, London, England in 1987.

The address was 2348 Main street, Wichita, Kansas 33042.

NOTE: DO NOT place a comma between a state and ZIP code.

-TO SET OFF CONTRASTING ELEMENTS INTRODUCED BY "NOT" OR "BUT."

He was a captain, not a commander.

I am willing to sell, but only on my terms.

-TO SET OFF STATEMENTS SUCH AS "...SAID," OR "...REPLIED."

The admiral said, "Welcome to the U.S. Navy."

He replied, "I have to leave by noon."

-WITH THE ADVERB "TOO."

When the adverb "too" (meaning also) occurs at the end of a sentence or clause, do not use a comma before "too."

You should try to improve your typing too.

When "too" occurs elsewhere in the sentence, particularly between subject and verb, set it off.

You, too, can save money by shopping selectively.

-AFTER INTRODUCTORY WORDS SUCH AS "YES," "NO," OR "OH."

Yes, I'll do it.

Oh, I see.

-WITH AFTERTHOUGHTS (WORDS, PHRASES, OR CLAUSES LOOSELY ADDED TO THE END OF A SENTENCE)

Send the flowers as soon as possible, please.

-TO PREVENT CONFUSION OR MISREADING.

To John, Smith was an honorable man.

For each group of 20, 10 were rejected.

Soon after, the meeting was interrupted abruptly.

-TO SEPARATE REPEATED WORDS.

That was a long, long time ago.

Well, well, look who's here.

DASH

A dash is used...

-TO INDICATE A SUDDEN BREAK OR ABRUPT CHANGE IN THOUGHT THAT CAUSES AN ABRUPT CHANGE IN SENTENCE STRUCTURE.

He is going--no, he's turning back.

The publication update should be--no, will be--completed by the end of the month.

-TO GIVE SPECIAL EMPHASIS TO THE SECOND INDEPENDENT CLAUSE IN A COMPOUND SENTENCE.

That restaurant is great--it's economical too.

This plan will double our productivity--and I can prove it.

-TO EMPHASIZE SINGLE WORDS.

Dan--he's all she ever talks about.

They're after one thing--money--nothing else matters.

-TO EMPHASIZE OR RESTATE A PREVIOUS THOUGHT.

Last week one day--Wednesday, I think--we went to lunch.

-BEFORE SUMMARIZING WORDS SUCH AS "THESE," "THEY," AND "ALL" WHEN THEY SUMMARIZE A SERIES OF IDEAS OR LIST OF DETAILS.

A bat, ball, and tennis racket--these are the only recreational items you'll need for the weekend.

Faculty, staff, and students--all are invited.

-IN PLACE OF COMMAS TO SET OFF A NONESSENTIAL ELEMENT THAT REQUIRES SPECIAL EMPHASIS.

There is a typo in one of these paragraphs--the fourth one.

We will see that all staff officers--as well as members of the ship--have a chance to play in the game.

-TO SET OFF A NONESSENTIAL ELEMENT WHEN THE NONESSENTIAL ELEMENT CONTAINS INTERNAL COMMAS.

All of these subjects--accounting, calculus, and speech--are required courses.

-INSTEAD OF PARENTHESES WHEN A NONESSENTIAL ITEM REQUIRES STRONG EMPHASIS (DASHES EMPHASIZE; PARENTHESES DE-EMPHASIZE).

Call Lieutenant Jones--he's the expert--and get his opinion.

"Want some new answers?

Ask someone else, not yourself."

From the book: **Successful Leadership Today**

An order given to reduce the amount of rudder angle during a ship's turn would be what? EASE HER

HYPHEN

A hyphen is used...

-TO INDICATE THE CONTINUATION OF A WORD DIVIDED AT THE END OF A LINE.

Use a hyphen to indicate the continuation of a word divided at the end of a line.

-TO CONNECT THE ELEMENTS OF CERTAIN COMPOUND WORDS AND WHEN "EX" IS ATTACHED TO A NOUN.

She exhibited great self-control.

The ex-mayor was in town.

We shopped at the duty-free store.

-TO INDICATE TWO OR MORE RELATED COMPOUND WORDS HAVING A COMMON BASE (SUSPENDED HYPHEN).

A 12- to 15-page document.

Long- and short-term money rates are available.

-WHEN DESCRIBING FAMILY RELATIONS INVOLVING GREAT- AND -IN-LAW.

great-grandfather

great-uncle

father-in-law

sister-in-law

-TO HYPHENATE PHRASES USED AS COMPOUND ADJECTIVES BEFORE A NOUN.

an up-to-date report

a question-and-answer session

a first-come-first-served basis

-WHEN EXPRESSING THE NUMBERS 21 THROUGH 99 IN WORDS AND IN WORDS WITH A NUMERICAL FIRST ELEMENT.

twenty-one people were there

eighty-nine miles from here

3-years old

a 10-minute delay

-TO LINK NUMBERS THAT REPRESENT A CONTINUOUS SEQUENCE WHEN THEY ARE NOT INTRODUCED BY THE WORD "FROM" OR "BETWEEN."

during the years 1988-1993 from 1988 to 1993

on pages 15-30 of ... between pages 15 and 30 of

-TO JOIN SINGLE CAPITAL LETTERS TO NOUNS OR PARTICIPLES.

PARENTHESES

Are used...

-TO ENCLOSE MATERIAL THAT IS INDEPENDENT OF THE MAIN THOUGHT OF THE SENTENCE.

Our car (Mercedes-Benz) will arrive today.

The results (see Figure 3) were surprising.

-TO SET OFF ELEMENTS WHEN COMMAS WOULD BE INAPPROPRIATE OR CONFUSING.

The committee will meet two days a week (Monday and Wednesday).

Contact Commander Jones (if you want another opinion) and ask his advice.

-TO ENCLOSE LETTERS OR NUMBERS WITHIN A SENTENCE.

My aim is to (1) rewrite the O&R Manual, (2) update the SORM, and (3) go on early liberty.

PERIOD

The period is used...

-TO END A SENTENCE.

Commander Jones went to work.

-TO INDICATE AN OMISSION WITHIN A SENTENCE OF FRAGMENTED SPEECH. (In these cases use 3 spaced periods)

In broad terms, work measurement is . . . to work produced.

(In the case of omission at the end of a sentence, use 4 spaced periods.)

In broad terms....

QUESTION MARK

A question mark is used...

-TO INDICATE THE END OF A DIRECT QUESTION.

What did Commander Jones call you about?

QUOTATION MARKS

Quotation marks are used...

-TO ENCLOSE THE EXACT WORDS OF A DIRECT QUOTATION.

Commander Jones said, "The ship will arrive on schedule."

-TO ENCLOSE A SLOGAN OR MOTTO.

He had a "do or die" attitude.

It was a "gentlemen's agreement."

-TO ENCLOSE WORDS OR PHRASES USED TO INDICATE HUMOR, SLANG, IRONY, OR POOR GRAMMAR.

They serve "fresh" seafood all right--fresh from the freezer.

For whatever reason, she just "ain't talkin'."

-WITH WORDS AND PHRASES THAT ARE INTRODUCED BY SUCH EXPRESSIONS AS "MARKED," "SIGNED," "DESIGNATED," AND "CLASSIFIED," WHEN THE EXACT MESSAGE IS QUOTED.

The card was signed "Your friend."

The package was stamped "fragile."

The report is classified "secret" and will not be distributed.

SEMICOLON

A semicolon is used...

TO SEPARATE INDEPENDENT CLAUSES NOT CONNECTED BY A COORDINATING CONJUNCTION (AND, BUT, FOR, OR, NOR, SO), AND IN STATEMENTS THAT ARE TOO CLOSELY RELATED IN MEANING TO BE WRITTEN AS SEPARATE SENTENCES.

The students were ready and it was time to go.

The students were ready; it was time to go.

It's true in peace; it's true in war.

-BEFORE WORDS AND PHRASES SUCH AS "HOWEVER," "THEREFORE," "HENCE," "FURTHERMORE," "AS A RESULT," "CONSEQUENTLY," "MOREOVER," "NEVERTHELESS," "FOR EXAMPLE" WHEN THEY CONNECT TWO COMPLETE BUT RELATED THOUGHTS. (These words and phrases are followed by a comma.)

Our expenses have increased; however, we haven't received an increase in our budget.

The admiral had heard the briefing before; thus, he chose not to attend.

-TO PRECEDE WORDS OR ABBREVIATIONS THAT INTRODUCES A SUMMARY OR EXPLANATION OF WHAT HAS GONE BEFORE IN THE SENTENCE.

There are many things you must arrange for before leaving on vacation; for example: mail pickup, pet care, yard care.

The weighted knot at one end of
a Bolo Line is called what? MONKEY FIST

*"Good deeds must be supported
by good rewards."*

From the book: **Successful Leadership Today**

*"Don't complain unless you have
a corrective suggestion."*

From the book: **Successful Leadership Today**

In what year was the Navy
Good Conduct Medal authorized? 1869

CHAPTER 10

WATCH BILL PREPARATION

From time to time one of your tasks as a petty officer will be to draft a variety of watch bills. There is an almost endless number of watch bill rotation schedules. The following pages provide some of the more common watch bill rotations. You can either use one of these or modify one to meet your individual requirements.

"Successful people see opportunities, not problems."

From the book: **Successful Leadership Today**

The personal flag of an admiral of the line
consists of what color combinations?
BLUE FIELD WITH WHITE STARS

*"Give someone sufficient time to successfully
complete a task or project. Short deadlines
mean less than desired results."*

From the book: **Successful Leadership Today**

*"Success and hard work
share the same bed."*

From the book: **Successful Leadership Today**

24 Hour - 4 Section Watch Bill (3-3-3-72)

3-3-3-72 WATCH: 3-DAYS, 3-EVES, 3-MIDS, 27 HOURS OFF

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
DAY	1	1	1	4	4	4	3	3	3	2	2	2	1	1	1
EVE	3	3	2	2	2	1	1	1	4	4	4	3	3	3	2
MID	2	2	1	1	1	4	4	4	3	3	3	2	2	2	1

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
DAY	4	4	4	3	3	3	2	2	2	1	1	1	4	4	4	3
EVE	2	2	1	1	1	4	4	4	3	3	3	2	2	2	1	1
MID	1	1	4	4	4	3	3	3	2	2	2	1	1	1	4	4

24 HOUR - 4 SECTION WATCH BILL

2-2-2-80 WATCH: 2-DAYS, 2-MIDS, 2-EVES, 80 HOURS OFF

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

DAY 1 1 4 4 3 3 2 2 1 1 4 4 3 3 2

EVE 3 2 2 1 1 4 4 3 3 2 2 1 1 4 4

MID 2 1 1 4 4 3 3 2 2 1 1 4 4 3 3

16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

DAY 2 1 1 4 4 3 3 2 2 1 1 4 4 3 3 2

EVE 3 3 2 2 1 1 4 4 3 3 2 2 1 1 4 4

MID 2 2 1 1 4 4 3 3 2 2 1 1 4 4 3 3

24 Hour - 4 Section Watch Bill (2-2-2-80)

24 HOUR - 3 SECTION WATCH BILL

2-2-2-32 WATCH: 2-DAYS, 2-MIDS, 2-EVES, 32 HOURS OFF

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
DAY	2	2	1	1	3	3	2	2	1	1	3	3	2	2	1
EVE	1	3	3	2	2	1	1	3	3	2	2	1	1	3	3
MID	3	2	2	1	1	3	3	2	2	1	1	3	3	2	2

	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
DAY	1	3	3	2	2	1	1	3	3	2	2	1	1	3	3	2
EVE	2	2	1	1	3	3	2	2	1	1	3	3	2	2	1	1
MID	1	1	3	3	2	2	1	1	3	3	2	2	1	1	3	3

24 Hour - 3 Section Watch Bill (2-2-2-32)

24 HOUR - 3 SECTION WATCH BILL

3-3-3-32 WATCH: 3-DAYS, 3-MIDS, 3-EVES, 32 HOURS OFF

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15

DAY 2 2 2 3 3 3 1 1 1 2 2 2 3 3 3

EVE 3 3 1 1 1 2 2 2 3 3 3 1 1 1 2

MID 1 1 2 2 2 3 3 3 1 1 1 2 2 2 3

DAY 1 1 1 2 2 2 3 3 3 1 1 1 2 2 2

EVE 2 2 3 3 3 1 1 1 2 2 2 3 3 3 1

MID 3 3 1 1 1 2 2 2 3 3 3 1 1 1 3

24 Hour - 3 Section Watch Bill (3-3-3-32)

DUTY SECTION WATCH BILL

3-SECTION WATCH BILL (MODIFIED FOR POSSIBLE 6-SECTION)

1	2	3	4	5	6	7	8	9	10
1P	2P	3P	1S	2S	3S	1P	2P	3P	1S
11	12	13	14	15	16	17	18	19	20
2S	3S	1P	2P	3P	1S	2S	3S	1P	2P
21	22	23	24	25	26	27	28	29	30
3P	1S	2S	3S	1P	2P	3P	1S	2S	3S
									31
									1P

NOTE: EACH OF THE 3 SECTIONS IS BROKEN DOWN INTO A PORT & STARBOARD SEGMENT. THIS ROTATION WILL WORK WITH ANY NUMBER OF REGULAR WATCH SECTIONS.

NOTE: THIS TYPE OF WATCH BILL/ROTATION WOULD BE A POSSIBILITY WHEN DUTY REQUIREMENTS VARY FROM LIGHT TO HEAVY ON A ROUTINE BASIS. THE ADVANTAGE IS THAT WATCH BILLS DO NOT NEED TO BE CHANGED OR MODIFIED ON A ROUTINE BASIS.

3-Section (Modified for Possible 6-Section)

DUTY SECTION WATCH BILL
3-SECTION (STRAIGHT ROTATION)

MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
1	2	3	1	2	3	1	2	3	1	2	3	1	2

NOTE: A STRAIGHT 3-SECTION WATCH ROTATION DOES NOT ALLOW FOR A COMPLETE WEEKEND OFF. THE BELOW 3-SECTION WATCH BILL DOES ALLOW FOR A COMPLETE WEEKEND OFF.

3-SECTION (MODIFIED)

MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
1	2	3	1	2	2	1	2	3	1	2	3	3	2

NOTE: IN THE MODIFIED 3-SECTION WATCH BILL, FRIDAY'S DUTY SECTION ALSO HAS SATURDAY DUTY. THIS, OF COURSE, EQUALS OUT OVER TIME, AND IT ALLOWS ONE DUTY SECTION TO HAVE A COMPLETE WEEKEND OFF.

3-Section Duty Watch Bill (Straight Rotation & Modified)

CHAPTER 11

LEADERSHIP PRINCIPLES AND CONCEPTS

1. PROFESSIONALISM. There is no place in your organization for amateurs or for amateur workmanship. The professional approach is the only acceptable one. Each person should be able to master the structure and content of his/her job, and to delve into the fine grain of the plans, programs, and problems in his/her area of cognizance. Guestimates at the answers to operational or administrative problems is permissible only on a stop-gap basis when time permits nothing better, and must be labeled as such.

2. LEADERSHIP BY EXAMPLE. Display, demand, and accept only top-quality professional approach. Leaders reap what they sew.

3. GOLDEN RULE. The Golden Rule is the best guide to all personal and professional relationships--up and down the chain of command.

4. TRUTHFUL. Good leadership fundamentals demand being truthful. A particular advantage of telling the truth is that you then don't have trouble trying to remember what you said.

5. MUTUAL TRUST. You should assume that all persons with whom you conduct business are honest and are doing their best to further the mission or their organization, in the absence of evidence to the contrary. It is essential for integrity of action that your relationships be founded on mutual trust and confidence.

6. INITIATIVE. Another stamp of the professional is the habit of taking the initiative, to move in the correct direction without prompting. Almost by definition a leader is someone who doesn't have to await specific directions from superiors. A leader leads.

7. CONSIDERATION. Any action, however large and significant, or however trivial, should be preceded by careful consideration of the potential impact of the action on any other people involved.

8. UNENFORCED RULES. You should have no unenforceable rules. You should also have no rules which, although enforceable, are not enforced. Rules and regulations which are not observed in letter and spirit are corrosive and undermine the effectiveness of all rules and regulations. You should either enforce the effective rules, regulations, and instructions, or take action to have them changed so that they can and will be observed and enforced.

9. NO ONE IS INDISPENSABLE. Being the "person to see" in an organization has good and bad points. An organization that cannot operate when someone is missing, especially "the boss" is not properly structured or led. Leaders, at all levels, must ensure that key subordinates know what is to be done, how it is to be done, and what factors impacted on the decision process. Operational procedures and administrative routine should not slow down simply because the "person to see" is unavailable. A good leader should work himself out of a job, not into one.

10. ASSIGNING RESPONSIBILITY. Assign responsibility to an individual, not a group. Assigning responsibility to groups diffuses clear lines of authority, control, and specific responsibility. If two seamen are detailed to do a job, place the senior person in charge and hold him/her personally accountable to you for the execution of the job.

11. SUBORDINATE REPORTING. The old saying that "a person cannot have two masters" is especially true in the Navy. One subordinate should report to only one senior for any particular task.

12. TASKS AND RESPONSIBILITY. Every individual is entitled to be assigned explicit, written tasks and areas of responsibility, and be given the authority, training, and tools necessary to accomplish the tasks. Explaining the need and importance of a job should become common leadership practice. When anything less is made available, job accomplishment will not meet expectations and leadership is at fault.

13. LOWEST COMPETENT LEVEL. Decisions and actions should be taken at the lowest competent level in your

organization. To push decisions or actions to a higher level than is justified have many ill effects. Specifically, the lower level individuals are deprived of opportunities to exercise their judgment. Also, they may lose interest as well as confidence. Additionally, the upper levels can become bogged down with details to the point where focus cannot be placed on the broader aspects of responsibility. One way to define the "lowest competent level" is to ask whether the matter at hand is entirely within the purview of a single individual. If that individual's responsibilities encompass all aspects of the matter at hand, then it should probably be acted upon by that individual. On the other hand, matters which establish or alter organizational policy should always be made at the highest levels.

14. FOLLOW-UP. One of the keys to administrative and operational success is constant follow-up. Follow-up is essential because of the tendency to shy away from irritating or difficult problems. Lack of follow-up can clog the operational and administrative process and force the periodic re-learning of lessons previously learned.

15. ANSWERS TO PROBLEMS. When you bring a problem to the attention of your boss, it is part of your duty to present, if time permits, possible solutions. In any organization the boss always has enough problems. What is needed is well thought out solutions to problems. There are any number of problems and only a limited number of correct solutions. If a problem area has been examined closely enough to know that there is a problem, the person conducting the evaluation must have some idea for proper resolution.

16. ABIDE BY DECISIONS. When a superior brings up a matter for subordinate discussion, which is the time for open deliberation. Once a decision is made, all concerned should be able to live with that decision and to do their part. A good test of loyalty is the extent to which a subordinate can implement a decision from a superior that he/she personally disagreed with during discussion.

*"Good words are worth much and
cost little."* GEORGE HERBERT
From the book: **Successful Leadership Today**

17. CONSTRUCTIVE SUGGESTIONS. The indiscriminate griping on the part of an individual is a sure sign of immaturity. It is also an indication that that individual has never been successful in a position of responsibility. If you have a complaint or a constructive suggestion, it is irresponsible to sound-off in the general public. Put your complaint or suggestion in front of the person who can do something about it. You are expected to identify shortcomings in your organization and to do something about these shortcomings.

18. WORKING FOR THE BOSS. When your superior asks you to do something, never respond with, "We can't do that," or "It can't be done." Rather, say, "I'll research that and get back to you." In this way you don't have to make a snap judgment that could be at least partially wrong. Investigate the matter and proceed accordingly.

19. KEEP THE BOSS INFORMED. No one likes bad news surprises. If you break bad news, or even potential bad news, to your boss it is not a surprise. If someone else breaks bad news to the boss about something in your area of responsibility, that is a surprise. Keep the boss informed.

20. CHANGE. Some ways of doing things are better than others. At a given time procedures for doing something were devised because of a need or requirement. At that time the procedure decided upon was seen as the best choice. New people bring in new ideas. Do not "change for change sake," but be alert to possible improvement ideas from others.

"Provide work that stretches a subordinate's knowledge and skills in order to stimulate growth and promotion opportunities."

From the book: **Successful Leadership Today**

A deck, below the main deck, that provides added protection to vital spaces is called what?

ARMORED DECK

LEADERSHIP PRINCIPLES

The "winner" vs. the "loser"

A WINNER says, "Let's find out." A LOSER says, "Nobody knows."

When a WINNER makes a mistake, he says, "I was wrong." When a LOSER makes a mistake, he says, "It wasn't my fault."

A WINNER isn't nearly as afraid of losing as A LOSER is secretly afraid of winning

A WINNER works harder than a loser and has more time; A LOSER is always "too busy" to do what is necessary.

A WINNER goes through a problem; A LOSER goes around it, and never gets past it.

A WINNER makes commitments; A LOSER makes promises.

A WINNER says, "I'm good, but not as good as I ought to be"; A LOSER says, "I'm not as bad as a lot of other people."

A WINNER listens A LOSER just waits until it's his turn to talk.

A WINNER respects those who are superior to him and tries to learn something from them; A LOSER resents those who are superior to him, and tries to find chinks in their armor.

A WINNER explains; A LOSER explains away.

A WINNER feels responsible for more than his job; A LOSER says, "I only work here."

A WINNER says, "There ought to be a better way to do it"; A LOSER says, "That's the way it's always been done."

A WINNER paces himself; A LOSER has only two speeds--hysterical and lethargic.

"Ignorance is usually a self-inflicted wound."
From the book: **Successful Leadership Today**

LEADERSHIP PRINCIPLES

The "leader" vs. the "driver"

THE DRIVER

Says "I"

Depends on own authority

Inspires fear

Throws own weight around

Fixes the blame for breakdown

Rubs a mistake in

Knows how it's done

Makes work drudgery

THE LEADER

Says "we"

Depends on good morale & esprit de corps

Inspires enthusiasm

Throws own weight behind a mission

Fixes the breakdown

Rubs a mistake out

Shows how it's done

Makes work interesting

CLIMBING THE LADDER OF SUCCESS

It takes more than luck to get ahead. Look closely at the below tips.

1) **BE A GOOD LISTENER.** By getting all the facts and information the first time you save time and avoid mistakes. Listen attentively.

2) **BE OBSERVANT.** Train yourself to identify areas of waste and inefficiency.

3) **BE PROFESSIONAL.** Care about your job. Never be indifferent about the way you do your work.

4) **BE PLEASANT.** Make it a habit to be pleasant, cordial and courteous. Cheerfulness is contagious.

5) **BE DEPENDABLE.** Show others they can depend on you, any time, all of the time.

- 6) **BE A BRAIN-STORMER.** Think of new ideas, new ways of doing things. Write down your solutions and study them.
- 7) **BE A TIME MANAGER.** If you don't manage your time, others will do it for you. Plan your time.
- 8) **BE LOYAL.** Practice loyalty to the Navy, your command and your organization on a daily basis. If you want others to be loyal, you should settle for no less from yourself.
- 9) **BE EFFICIENT.** Don't waste your time or effort. Determine the best way to do your job and then do it without wasted effort.
- 10) **BE AWARE OF YOUR ABILITIES.** Know what you can do and what you cannot do. Practice improving in areas that need improving.
- 11) **BE ALERT** to learn new practices and procedures. Read and evaluate any new information you can find.
- 12) **BE HELPFUL.** Helping others builds team work and goodwill.
- 13) **BE ENTHUSIASTIC.** Be proud of what you do and energetic about your work.
- 14) **BE COOPERATIVE.** Work with others for the common good of a team effort.
- 15) **BE CONFIDENT.** Have confidence in yourself and your abilities. You can't be a good leader of people without self confidence. Others can easily spot a lack of confidence.

"Good leadership comes from the heart."
From the book: **Successful Leadership Today**

CHAPTER 12

LEADERSHIP MANAGEMENT PRINCIPLES

TEAM WORK. To achieve maximum effectiveness your organization must function as a fine tuned team. You need team unity and team effort.

Keep the lines of communications open up and down the chain of command. Ensure each individual knows exactly what his or her job encompasses--how that individual fits into the team. The better each member of your team understands the organization's mission and priorities the better each member can contribute to the collective team effort.

Explain and define the expected performance of each individual. Explain why an individual's performance is important to the team effort.

Most importantly, perhaps, delegate authority and responsibility. Most people have a higher sense of duty and obligation when they are in charge of some aspect of the operation.

Finally, explain the importance of feedback. Everyone should be able to provide feedback in a timely manner. Navy organizations are dynamic in nature. New, outside factors are always being entered into the operating and management equation. You and the people who work for you must stay alert for the need to update existing policies and procedures.

DEVELOP SUBORDINATES. An important aspect of leadership is to develop subordinates. The people working for you must be placed in a position where they have the opportunity to grow professionally and personally. This should be followed up with your personal involvement.

- Offer encouragement
- Hold subordinates accountable for actions and performance
- Monitor results
- Provide feedback
- Know the difference between an honest mistake and a mistake caused by carelessness--and respond accordingly. Remember, praise in public and condemn in private.

MATCH PEOPLE AND JOBS

You need to know your people, to know what motivates them. Once this is accomplished, your people should be matched with the correct jobs.

HARD CHARGERS. Difficult and demanding jobs should be given to your few "hard chargers." This is best for you because you can be sure that these people will give their best in an important job or billet. This is also best for the hard chargers because they want a challenge. This elite group prides itself on overcoming obstacles and getting the job done. Anything less challenging dampens their spirit and morale. Reward accordingly.

AVERAGE WORKERS. The routing tasks should be assigned to the average workers. This group should not be put in to jobs over their head. The average worker will openly complain if faced with hard or difficult tasks. This could have a negative impact on morale and job accomplishment. The morale of this group is satisfied with simply getting the job completed. However, keep an open mind on this group. If someone shows potential for more difficult assignments, don't let it slip without notice.

BELOW AVERAGE WORKERS. As a general rule people in this group should be given the more menial, repetitive tasks. Close supervision is recommended. Almost any below average performer can improve to at least an average worker with the correct motivation. The ultimate motivation must come from within each individual. Proper outside leadership and supervision can help prompt this internal motivation.

This group will require extra time and effort on your part. Give this time and effort willingly. The more below average workers you have in your organization the more inefficient your organization will operate and the more this group will adversely affect morale. Continue to demand and expect good performance. Re-think possible motivation and encouragement aspects of each individual. Don't give up on individuals in this group until all efforts have been expended.

The Navy uses a LORAN navigation system.
The abbreviation LORAN stands for what?
LONG-RANGE NAVIGATION

OPERATING PHILOSOPHY. It is generally considered good management philosophy to periodically announce your goals, objectives, and concerns. The following examples are intended to serve as a guide in formulating your own operating philosophy.

EXAMPLE #1

1. Know and take care of your people. Division officers and chiefs must be attuned to their sailors' personal problems and committed to resolving them or knowing where to seek assistance with thorough follow-up.
2. Retention....
3. Training....
4. Preventive Maintenance....
5. Administration....
6. Finally, everyone needs to set goals to achieve whatever specific objectives you have set for yourselves within your individual organizations. Your own leadership style will dictate how to make your objectives known to your organization. When you evaluate your subordinates it should be, in the main, an analysis of how well they have worked toward and achieved the command, department, and division objectives.

EXAMPLE #2

1. We must be prepared at all times to ensure that..
2. Our management philosophy should be guided by these principles:
 - Run (organization) the right way and let it be known that when we do something, we do it the right way the first time, all of the time.
 - Inspire job satisfaction and self pride in everyone working for us.
 - Keep the pressure on pride and professionalism.

*"Remember, you can only delegate the **AUTHORITY**,
not the **RESPONSIBILITY** for a job or task."*

From the book: **Successful Leadership Today**

EXAMPLE #3

1. Adherence to rules, regulations, and authority.
2. Use the chain of command.
3. Take care of and know your people.
4. Leadership by example.
5. A day's work for a day's pay.
6. Superior's Tasking Priorities:
 - A superior's 1st TASK is to keep subordinates busy in accomplishing established goals and objectives.
 - A superior's 2nd TASK is to monitor and evaluate subordinate performance (providing training and guidance as necessary).
 - A superior's 3rd TASK is to pursue personal duties and responsibilities. (If a superior is busy and the subordinates are sitting around idle, the superior is NOT doing the job correctly).

EXAMPLE #4

While conducting our daily operations, it is important that all personnel know the goals we are striving to achieve so our efforts may lead, ultimately, to the attainment of specific objectives.

1. Progress toward....
2. Establish....
3. Attain....
4. Continue to....
5. Improve....
6. Recognize outstanding, individual performance.
7. Emphasize....
8. Expedite efficient....
9. Eliminate....
10. Identify....
11. Upgrade....
12. Increase....

(NOTE: the above goals and concerns are put forth in positive, action words.)

"Plan at least one stress-relieving activity each work day. Plan something that works for you."
From the book: **Successful Leadership Today**

CHAPTER 13

TRADITIONS, HONORS, AND CEREMONIES

INTRODUCTIONS. Aboard ship, the regularly assigned commanding officer is addressed as "Captain" regardless of grade. The regularly assigned executive officer may be addressed as "commander" without appending his/her name.

In general, it is preferable to call officers of the rank of commander or above by their title and name; that is, "Commander..." rather than by the impersonal "sir"/"ma'am." Other officers are addressed in the same manner. In prolonged conversation, where repetition would seem forced or awkward, the shorter "sir"/"ma'am" naturally is used more often.

Naval officers are introduced to civilians by title, and the method of introduction should give the cue as to how they should be addressed from then on. If you were introducing an officer below the grade of commander, you might say, "This is Lieutenant Jones. Mr. Jones is an old shipmate of mine." This serves a double purpose; it gives the officer to whom you are introducing an officer knowledge of the naval man's grade in the event that person does not know it, and it also gives the correct method of address, "Mr. Jones."

Because many people are not familiar with Navy grade insignia and corps devices, it is usually a good idea to make any introduction however brief, reasonably informative. A woman lieutenant may be introduced with the words, "This is Lieutenant Jones. Miss (or Ms. Mrs.) Jones is in the Nurse Corps."

Why is a ship's lavatory called a "head."
IN THE OLD SAILING DAYS THE HEAD WAS
LOCATED IN THE FORWARD, OR "HEAD"
PART OF THE SHIP.

"The louder you talk, the angrier you become."
From the book: **Successful Leadership Today**

ADDRESSING NAVY OFFICERS TO NAVY PERSONNEL

Person Addressed or Introduced	Introduce As	Address As
Admiral	Admiral Jones	Admiral Jones
Vice Admiral	Vice Admiral Jones	Admiral Jones
Rear Admiral	Rear Admiral Jones	Admiral Jones
Captain	Captain Jones	Captain Jones
Commander	Commander Jones	Commander Jones
Lieutenant	Lieutenant	Commander Jones
Commander	Commander Jones	
Lieutenant	Lieutenant Jones	Lieutenant Jones
Lieutenant Junior Grade	Lieutenant JG Jones	Lieutenant Jones
Ensign	Ensign Jones	Ensign Jones
Chief Warrant	Chief Warrant	Chief Warrant
Officer	Officer Jones	Officer Jones
Midshipman	Midshipman Jones	Midshipman Jones

*"There is nothing so powerful as the
truth--and often nothing so strange."* DANIEL WEBSTER
From the book: **Successful Leadership Today**

"Good treatment leads to good morale."
From the book: **Successful Leadership Today**

*"To improve teamwork a leader should
promote harmony, cooperation, & understanding."*
From the book: **Successful Leadership Today**

ADDRESSING NAVY OFFICERS TO CIVILIANS

Person Addressed or Introduced	Introduce As	Address As
Admiral	Admiral Jones	Admiral Jones
Vice Admiral	Vice Admiral Jones	Admiral Jones
Rear Admiral	Rear Admiral Jones	Admiral Jones
Captain	Captain Jones	Captain Jones
Commander	Commander Jones	Commander Jones
*Lieutenant	Lieutenant	(Mr., Mrs., Ms., Miss)
Commander	Commander Jones	Jones
*Lieutenant	Lieutenant Jones	(Mr., Mrs., Ms., Miss)
		Jones
Lieutenant	Lieutenant JG Jones	(Mr.,Mrs.,Ms.,Miss)
Junior Grade		Jones
Ensign	Ensign Jones	(Mr., Mrs., Ms., Miss)
		Jones
Chief Warrant	Chief Warrant	(Mr.,Mrs.,Ms.,Miss)
Officer	Officer Jones	Jones
Midshipman	Midshipman Jones	(Mr., Mrs., Ms., Miss)
		Jones

*When not in uniform a captain or lieutenant would be introduced as "of the Navy" to distinguish the grade from other services.

A nautical word for a unit of depth
equal to six feet is what? FATHOM

*"Obstacles are those frightening things you
see when you take your eyes off the goal."*

HANNAH MOORE

From the book: **Successful Leadership Today**

MEDICAL AND DENTAL CORPS OFFICERS

Officers of the Medical and Dental Corps in the grade of Commander and above are introduced, and addressed, as above unless they prefer to be addressed as "Doctor."

Officers in the grade of Lieutenant Commander and below are addressed as "Doctor."

When Medical and Dental Corps officers are introduced, "of the Dental/Medical Corps" should follow their grade ("Lieutenant Jones of the Navy Medical Corps").

CHAPLAIN CORPS

Officers of the Chaplain Corps in the grade of Commander and above are introduced, and addressed, as above unless they prefer to be addressed as "Chaplain."

Officers in the grade of Lieutenant Commander and below are addressed as "Chaplain."

*"The fire of mediocrity is fueled by
maintaining the status quo."*

From the book: **Successful Leadership Today**

In what year was the first Navy
destroyer commissioned? 1902

"If you brag about yourself, others won't."

From the book: **Successful Leadership Today**

ADDRESSING NAVY ENLISTED PERSONNEL TO NAVY PERSONNEL

Person Addressed or Introduced	Introduce As	Address As
Master Chief		
Petty Officer	Master Chief Jones	Master Chief Jones
Senior Chief		
Petty Officer	Senior Chief Jones	Senior Chief Jones
Chief Petty		
Officer	Chief Jones	Chief Jones
Petty Officer		
First Class	Petty Officer Jones	Petty Officer Jones
Petty Officer		
Second Class	Petty Officer Jones	Petty Officer Jones
Petty Officer		
Third Class	Petty Officer Jones	Petty Officer Jones
Seaman, Fireman, Airman, etc	Seaman Jones	*Jones
Seaman, Fireman, Airman, etc.		
Apprentice	Seaman Apprentice Jones	*Jones
Seaman, Fireman, Airman, etc.		
Recruit	Seaman Recruit Jones	*Jones

* Some Navy people prefer to address all E-1, E-2, and E-3s as "Seaman/Airman Jones." In this case the "modifier" of Apprentice and Recruit are dropped.

"Leadership is making someone "want to do" something."
From the book: **Successful Leadership Today**

ADDRESSING NAVY ENLISTED PERSONNEL TO CIVILIANS

Person Addressed or Introduced	Introduce As	Address As
Master Chief	Master Chief	(Mr., Mrs., Ms., Miss)
Petty Officer	Jones	Jones
Senior Chief	Senior Chief	(Mr. Mrs., Ms., Miss)
Petty Officer	Jones	Jones
Chief Petty Officer	Chief Jones	(Mr., Mrs., Ms., Miss) Jones
Petty Officer First Class	Petty Officer Jones	(Mr., Mrs., Ms., Miss) Jones
Petty Officer Second Class	Petty Officer Jones	(Mr., Mrs., Ms., Miss) Jones
Petty Officer Third Class	Petty Officer Jones	(Mr., Mrs., Ms., Miss) Jones
Seaman, Fireman, Airman, etc.	Seaman Jones	(Mr., Mrs., Ms., Miss) Jones
Seaman, Fireman, Airman, Apprentice, etc.	Seaman Apprentice Jones	(Mr., Mrs., Ms., Miss) Jones
Seaman, Fireman, Airman, etc. Recruit	Seaman Recruit Jones	(Mr., Mrs., Ms., Miss) Jones

SENIORS AND JUNIORS. There is only one proper response to an oral order--"Aye, aye, sir/ma'am." This reply means more than "yes." It indicates that "I understand and will obey." Such responses to an order as, "O.K. sir," or "All right, sir," are taboo. "Very well" is proper when spoken by a senior in acknowledgment of a report made by a junior, but a junior never says, "Very well" to a senior.

The word "sir/ma'am" should be employed as a prefix to an official report, statement, or question addressed to a senior. It should also be used when addressing an official on duty representing a senior. For example, the officer of the deck, regardless of grade, represents the commanding officer, and should be addressed as "sir" "ma'am."

Juniors addressing a senior should introduce themselves unless certain the senior knows them by sight.

There are certain differences in phrasing which should be noted. Senior officers send their "compliments" to juniors. For example, "Admiral Jones presents his compliments to Captain Smith." Juniors send their "respects." When making a call upon a commanding officer, one is correct in saying, "Captain, I came to pay my respects," or to say to the orderly before entering the captain's office, "Tell the captain that Ensign Jones would like to pay his/her respects."

In written correspondence, a senior officer may "call" attention to something, but a junior may only "invite" it. For many years, it was Navy custom that a junior writing a memorandum to a senior subscribed it "Very respectfully,"; a senior writing to a junior used "Respectfully." Some officers and enlisted still follow this custom when writing memorandums. However, the Navy Correspondence Manual, SECNAVINST 5216.5(), states that "A complimentary close is not desired or required."

QUARTERDECK ETIQUETTE. It is well to remember when on the quarterdeck that this has always been the honored, ceremonial part of the ship and that it still retains its sanctity.

You cannot just walk on and off a ship as you would enter and leave your home; you must follow certain procedures.

BOARDING A SHIP IN UNIFORM. When boarding ANY ship in uniform, and the national ensign is flying, you halt at the gangway, face aft, and salute the ensign. You then turn to the officer of the deck (OOD) and salute. If you are returning to your own ship, you say, "Request permission to come aboard, sir/ma'am." The OOD returns both salutes and says, "Very well," or a similar expression.

When you salute the OOD upon boarding a ship other than your own, you say, "I request permission to come aboard, sir/ma'am." You should then add the purpose of your visit.

When you leave your ship, the order of saluting is reversed. You salute the OOD first and say, "Request permission to leave the ship, sir/ma'am." After receiving permission, you then face and salute the ensign (if it is flying) and depart.

BOARDING A SHIP IN CIVILIAN ATTIRE. When boarding a ship in civilian attire, and the national ensign is flying, you will halt at the gangway, at attention, and face aft. Remaining at attention, you then turn to the officer of the deck (OOD). If you are returning to your own ship, you say, "Request permission to come aboard, sir/ma'am." The OOD salutes and says, "Very well," or similar expression. When you board a ship other than your own, you say: "Request permission to come aboard, sir/ma'am." You should then add the purpose of your visit. The OOD will then say, "Permission granted" or "Permission not granted."

When leaving a ship in civilian attire, the procedure is reversed. You stand at attention in front of the OOD first and say, "Request permission to leave the ship, sir/ma'am." After receiving permission, you then stand at attention facing the ensign (if it is flying) and depart.

QUARTERDECK CONDUCT. The etiquette of the quarterdeck should be strictly enforced by the watch officer. The quarterdeck should be kept immaculate and its ceremonial character maintained. For officers and enlisted persons alike, adherence to these rules is required:

- Avoid appearing out of uniform.
- Never smoke.
- Refrain from putting hands in pockets.
- Refrain from horseplay.
- Don't engage in recreational athletics on the quarterdeck unless it is sanctioned by the captain, and then only after work hours.

OOD RESPONSIBILITY/AUTHORITY. The officer of the deck (OOD) is the officer on watch in charge of the ship (normally on duty for four hours) and represents the captain. The OOD is responsible for the safety of the ship, subject however, to any orders received from the commanding officer. All officers or other persons on board ship, whatever their rank, who are subject to the orders of the commanding officer, except the executive officer, are subordinate to the officer of the deck.

However, when circumstances warrant, the commanding officer may delegate to another officer, for a specified watch (for example, Command Duty Officer)), authority to direct the OOD in time of danger or during an emergency. Such an officer, while on watch, bears the same relation to the officer of the deck, both in authority and responsibility, as that prescribed for the executive officer, but shall be subordinate to the executive officer.

COURTESY AND SUPERIORS

1. Statements by seniors, such as the ones listed below, may not be issued as a direct order, but they should be taken as though a direct order was issued:

- a. I desire...
- b. I Wish...
- c. Could you...
- d. Would you...

2. At command social gatherings, juniors should remain in attendance until the commanding officer has departed. If the social gathering is at the residence of the commanding officer, don't stay more than 45 minutes or an hour after completing your meal, unless specifically asked.

3. DO NOT speak to a superior in the "third person." That is do not say, "Would the Captain/Commander care to...." Instead say, "Would you care to...."

4. It is not proper courtesy for a subordinate to pay a compliment directly to a superior. This could be construed as "polishing up" your superior to gain favor.

5. When speaking of the commanding officer, never say "The Old Man," or "Skipper."

6. Do not criticize or find fault with a superior in public.

7. Avoid the use of foul and vulgar language. It shows bad taste. It also shows an inability to express oneself in the English language.

8. When in the presence of a superior, either stand up or sit down, as appropriate. DO NOT slouch or lean on objects.

9. DO NOT discuss religion, politics, or sex with others in public.

10. Always give a smart, proper salute. Not many things in the Navy look worse than a sloppy salute. A good or bad salute reflects directly on the person giving the salute as well as the person receiving the salute. Look sharp, show your pride.

11. DO NOT offer excuses or explain some problem or situation if something goes wrong unless specifically asked.

SALUTING. The right hand is raised smartly until the tip of the forefinger touches the lower part of the headgear or forehead above and slightly to the right of the right eye.

Thumb and fingers are extended and joined. The palm is turned slightly inward until the person saluting can just see its surface from the corner of the right eye.

The upper arm is parallel to the ground. The elbow is slightly in front of the body. The forearm is inclined at a 45-degree angle. The hand and wrist are in a straight line.

The salute is completed by dropping the arm to its normal position in one sharp, clean motion.

One should be at attention when saluting, except when walking. The first position of the hand salute is executed when six paces from the person being saluted, or at the nearest point of approach, if more than six paces. Thirty paces is generally regarded as the maximum saluting distance. The salute position should be held until the person saluted has passed or the salute is returned.

Salutes are not appropriate when:

- (1) Uncovered, except where failure to salute might cause embarrassment or misunderstanding;
- (2) In formation, except on command;
- (3) On work detail (person in charge of detail salutes);
- (4) Engaged in athletics or assembled for recreation or entertainment;
- (5) Carrying articles with both hands, or otherwise so occupied as to make saluting impracticable;
- (6) In public places where obviously inappropriate (theaters, restaurants, etc.);
- (7) In public conveyances;
- (8) A member of the guard is engaged in performance of duty which prevents saluting;

- (9) In action or under simulated combat conditions; and,
- (10) At mess.

BOAT ETIQUETTE

-Unless otherwise directed by the senior officer present, officers enter boats in inverse order of rank (juniors first) and leave them in order of rank (juniors last).

-It is proper to stand and salute when a senior enters or leaves a boat.

-When a senior officer is present, do not sit in the stern seats unless asked to do so.

- The seniors are ordered the most desirable seats.

-Always offer a seat to a senior.

-When leaving a ship, be in the boat a minute before the boat gong, or when the officer of the deck says the boat is ready; don't make a last-second dash down the gangway.

-If the boat is crowded, juniors embark in the next boat.

-Juniors in boats take care to give seniors room to move about.

*"Tell people "what" they need to know
and "why" they need to know."*

From the book: **Successful Leadership Today**

"There are no bad soldiers, only bad officers." NAPOLEON

From the book: **Successful Leadership Today**

Weight loaded into a ship to increase
stability is called what? BALLAST

GUN SALUTES

Official	Gun Salute		Official	Gun Salute	
	Arrival	Departure		Arrival	Departure
President	21	21	Governor General or Governor of a commonwealth or possession of the United States or area under United States administration	17	17
Ex-President or President-elect	21	21	Other Under Secretaries of Cabinet, the Solicitor General, the Deputy Attorney General, and the Deputy Postmaster General	17	17
Secretary of State when acting as special foreign representative of the President	19	19	Members of Congress	17	17
Vice President	19	19	Envoy Extraordinary and Minister Plenipotentiary	15	15
Speaker of the House of Representatives	19	19	Minister Resident	13	13
Governor of a state of the United States	19	19	Charge d'Affaires	11	11
Chief Justice of the United States	19	19	Career Minister, or Counselor of Embassy or Legation	11	11
Ambassador, High Commissioner, or special diplomatic representative whose credentials give him authority equal to or greater than that of an Ambassador	19	19	Consul General; or Consul or Vice Consul when in charge of a Consulate General	7	7
Associate Justices of Supreme Court	19	19	First Secretary of Embassy or Legation	7	7
US representative to the UN	19	19	Consul; or Vice Consul when in charge of a Consulate	5	5
Secretary of Defense	19	19	Mayor of an incorporated city	5	5
Deputy Secretary of Defense	19	19	Second or Third Secretary of Embassy or Legation	5	5
Cabinet officer other than Secretary of Defense	19	19	Vice Consul when only representative of United States, and not in charge of a Consulate General or Consulate	5	5
Secretaries of the Army, Navy, and Air Force	19	19	Consular Agent when only representative of the United States	5	5
Director of Defense Research and Engineering	19	19			
President pro tempore of the Senate	19	19			
Assistant Secretaries of Defense	17	17			
General Counsel of the DOD	17	17			
Under Secretaries of the Army, Navy, and Air Force	17	17			
Assistant Secretaries of the Army, Navy, and Air Force	17	17			

Gun Salutes - U.S. Civil Officials During Official Visits

Officer	Gun Salute	
	Arrival	Departure
Chairman, Joint Chiefs of Staff	19	19
Chief of Staff, U.S. Army	19	19
Chief of Naval Operations	19	19
Chief of Staff, U.S. Air Force	19	19
Commandant of the Marine Corps.	19	19
General of the Army . . .	19	19
Fleet Admiral	19	19
General of the Air Force	19	19
Generals	17	17
Admirals	17	17
Naval or other military Governor, commissioned as such by the President, within the area of his jurisdiction	17
Vice Admiral or Lieutenant General	15
Rear Admiral or Major General	13
Commodore or Brigadier General	11
Other commissioned officers

Gun Salutes - U.S. Military Officers During Official Visits

SHIPS ENTERING OR LEAVING PORT. The crew is paraded at quarters during daylight on entering or leaving port on occasions of ceremony except when weather or other circumstances make it impracticable or undesirable to do so.

Ordinarily, occasions of ceremony are construed as:

- visits that are not operational;
- at homeport when departing for or returning from a lengthy deployment;
- visits to foreign ports not visited recently; and,
- other special occasions so determined by a superior.

In lieu of parading the entire crew at quarters, an honor guard may be paraded in a conspicuous place on weather decks.

DIPPING THE NATIONAL ENSIGN.

1. When any vessel, under the United States registry or the registry of a nation formally recognized by the Government of the United States, salutes a ship of the Navy by dipping her ensign, it is answered dip for dip. If not already being displayed, the national ensign is hoisted for the purpose of answering the dip. An ensign being displayed at half-mast is hoisted to the truck or peak before a dip is answered.

2. No ship of the U. S. Navy dips the national ensign unless in return for such compliment.

3. Of the colors carried by a naval force on shore, only the battalion or regimental colors are dipped in rendering or acknowledging a salute.

4. Submarines, or such other ships of the line in which it would be considered hazardous for personnel to do so, are not required to dip the ensign.

ENSIGN AT HALF-MAST

1. In half-masting the national ensign it is, if not previously hoisted, first hoisted to the truck or peak and then lowered to half-mast. Before lowering from half-mast, the ensign is hoisted to the truck or peak and then lowered.

2. When the national ensign is half-masted, the union jack, if displayed from the jackstaff, is likewise half-masted.

3. When directed by the President, the national ensign is flown at half-staff at military facilities and naval vessels and stations abroad whether or not the national ensign of another nation is flown full-staff alongside that of the United States.

DRESSING AND FULL-DRESSING SHIP

1. On occasions of dressing ship, the largest national ensign with which the ship is furnished is displayed from the flagstaff, and except as prescribed for a ship displaying a personal flag or command pennant, a national ensign is displayed from each masthead. The national ensigns displayed at the masthead are of uniform size, except when, due to a substantial difference in heights of masthead, a difference in the size of national ensigns is appropriate.

2. On occasions of full-dressing ship, in addition to the dressing of the mastheads, a rainbow of signal flags, arranged in the order prescribed in Navy Department publications, is displayed, reaching from the foot of the jackstaff to the mastheads and thence to the foot of the flagstaff. Peculiarly masted or mastless ships make a display as little modified from the rainbow effect as is practicable.

3. When dressing or full-dressing ship in honor of a foreign nation, the national ensign of that nation replaces the United States national ensign at the main, or at the masthead in the case of a single-masted ship; provided that when a ship is full-dressed or dressed in honor of more than one nation, the ensign of each nation is displayed at the main, or at the masthead in a single-masted ship.

4. Should half-masting of the national ensign be required on occasions of dressing or full-dressing ship, only the national ensign at the flagstaff is half-masted.

5. When full-dressing is prescribed, the senior officer present may direct that dressing be substituted if, in that officer's opinion, the state of the weather makes such action advisable. The senior officer present may also, under such circumstances, direct that the ensigns be hauled down from the mastheads after being hoisted.

6. Ships not underway are dressed or full-dressed from 0800 until sunset. Ships underway are not dressed or full-dressed.

CEREMONIES FOR NATIONAL HOLIDAYS

1. On WASHINGTON'S BIRTHDAY, the third Monday in February, and on INDEPENDENCE DAY, the 4th of July, every ship of the Navy in commission, not underway, displays full-dress ship. At noon each saluting ship and each naval station equipped with a saluting battery fires a national salute of 21 guns.
2. On MEMORIAL DAY, the last Monday in May, each saluting ship, and each naval station having a saluting battery, fires at noon a salute of 21 minute-guns. All ships and naval stations display the national ensign at half-mast from 0800 until the completion of the salute or until 1220 if no salute is fired or to be fired.
3. When the 4th of July occurs on Sunday, all special ceremonies are postponed until the following day.

CHAPTER 14

UNIFORM INSIGNIA

COMMAND AT SEA. This insignia is worn by persons below flag rank who have, or had, command of commissioned ships or aviation squadrons at sea. Officers currently in command wear the insignia on the right breast. Those not presently in command, but who have held command, wear it on the left breast below any ribbons, medals or other insignia.



COMMAND ASHORE/PROJECT MANAGER. Worn by officers below flag rank who have, or had, command ashore or served as project manager. Those currently occupying those positions wear the insignia on the right breast. Those not presently in command, or a project manager, but who have been in that position, wear it on the left breast below any ribbons, medals or other insignia.



SMALL CRAFT. The small craft insignia is worn by personnel currently serving, or having previously served, as officer in charge of small craft. This insignia is worn in the same manner as the Command at Sea and Command Ashore/Project Manager insignia.



"Nothing is more difficult, and therefore more precious, than to be able to decide." NAPOLEON
From the book: **Successful Leadership Today**

The insignia described below are worn on the left breast above any medals, ribbons, or insignia.

SURFACE WARFARE (SWO & ESWS). This insignia is worn by personnel who have qualified in all phases of surface warfare.



Surface Warfare Officer



Enlisted Surface Warfare Specialist



SUBMARINE(SS). This insignia is worn by personnel who have qualified to serve in submarines. In addition to

the basic insignia, other submarine insignia include those for submarine medical, engineering, and supply officers, and for all who participated successfully in combat patrols. The Officer's "dolphins" are gold, and the enlisted "dolphins" are silver.

NAVAL AVIATOR. This insignia is worn by personnel qualified to serve as pilots of Navy & Marine Corps aircraft.



NAVAL FLIGHT OFFICER (NFO). The insignia is worn by unrestricted line officers qualified to operate the sophisticated airborne weapons systems in our modern Navy aircraft.

SPECIAL WARFARE. This insignia is worn by personnel qualified in underwater and beach reconnaissance, demolition, and special warfare tactics. They are usually associated with underwater demolition teams (UDT) or Sea, Air, Land (SEAL) team detachments.



EXPLOSIVE ORDNANCE DISPOSAL (EOD). Worn by personnel who are qualified in the identification and safe disposal of many different types of ordnance produced by the United States, our allies, and our enemies.

SSBN DETERRENT PATROL. Worn by personnel who successfully complete a patrol on a fleet ballistic missile submarine. Gold stars are mounted on the scroll to indicate each successful patrol subsequent to that which the original insignia was awarded.



DIVER. The diver insignia is worn by personnel qualified in various classes of diving.

*"No one is offended by writing
that is easy to understand."*
From the book: **Successful Leadership Today**

OTHER INSIGNIA



**Command
Master Chief**



**Command
Senior Chief**



**Command
Chief**



**Career
Counselor**



**Recruit
Company
Commander**



**Enlisted Aviation
Warfare Specialist**



Naval Parachutist



Aircrewman























































































**Supply Surface Warfare
Officer**































































**CB Combat Warfare
Pin**

INSIGNIA OF U.S. ARMED FORCES OFFICERS

PAY GRADE	WARRANT										COMMISSIONED									
	W-1	W-2	W-3	W-4	W-5	O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10					
NAVY	 WARRANT OFFICER #1	 WARRANT OFFICER #2	 WARRANT OFFICER #3	 WARRANT OFFICER #4	 WARRANT OFFICER #5	 WARRANT OFFICER #6	 WARRANT OFFICER #7	 WARRANT OFFICER #8	 WARRANT OFFICER #9	 WARRANT OFFICER #10	 WARRANT OFFICER #11	 WARRANT OFFICER #12	 WARRANT OFFICER #13	 WARRANT OFFICER #14	 WARRANT OFFICER #15					
	 WARRANT OFFICER #1	 WARRANT OFFICER #2	 WARRANT OFFICER #3	 WARRANT OFFICER #4	 WARRANT OFFICER #5	 WARRANT OFFICER #6	 WARRANT OFFICER #7	 WARRANT OFFICER #8	 WARRANT OFFICER #9	 WARRANT OFFICER #10	 WARRANT OFFICER #11	 WARRANT OFFICER #12	 WARRANT OFFICER #13	 WARRANT OFFICER #14	 WARRANT OFFICER #15					
ARMY	 WARRANT OFFICER #1	 WARRANT OFFICER #2	 WARRANT OFFICER #3	 WARRANT OFFICER #4	 WARRANT OFFICER #5	 WARRANT OFFICER #6	 WARRANT OFFICER #7	 WARRANT OFFICER #8	 WARRANT OFFICER #9	 WARRANT OFFICER #10	 WARRANT OFFICER #11	 WARRANT OFFICER #12	 WARRANT OFFICER #13	 WARRANT OFFICER #14	 WARRANT OFFICER #15					
	 WARRANT OFFICER #1	 WARRANT OFFICER #2	 WARRANT OFFICER #3	 WARRANT OFFICER #4	 WARRANT OFFICER #5	 WARRANT OFFICER #6	 WARRANT OFFICER #7	 WARRANT OFFICER #8	 WARRANT OFFICER #9	 WARRANT OFFICER #10	 WARRANT OFFICER #11	 WARRANT OFFICER #12	 WARRANT OFFICER #13	 WARRANT OFFICER #14	 WARRANT OFFICER #15					
AIR FORCE	 WARRANT OFFICER #1	 WARRANT OFFICER #2	 WARRANT OFFICER #3	 WARRANT OFFICER #4	 WARRANT OFFICER #5	 WARRANT OFFICER #6	 WARRANT OFFICER #7	 WARRANT OFFICER #8	 WARRANT OFFICER #9	 WARRANT OFFICER #10	 WARRANT OFFICER #11	 WARRANT OFFICER #12	 WARRANT OFFICER #13	 WARRANT OFFICER #14	 WARRANT OFFICER #15					
	 WARRANT OFFICER #1	 WARRANT OFFICER #2	 WARRANT OFFICER #3	 WARRANT OFFICER #4	 WARRANT OFFICER #5	 WARRANT OFFICER #6	 WARRANT OFFICER #7	 WARRANT OFFICER #8	 WARRANT OFFICER #9	 WARRANT OFFICER #10	 WARRANT OFFICER #11	 WARRANT OFFICER #12	 WARRANT OFFICER #13	 WARRANT OFFICER #14	 WARRANT OFFICER #15					

INSIGNIA OF ENLISTED PERSONNEL

		ENLISTED									
PAY GRADE	E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	E-10*	
NAVY	 SEAMAN RECRUIT	 SEAMAN APPRENTICE	 SEAMAN	 PETTY OFFICER THIRD CLASS	 PETTY OFFICER SECOND CLASS	 PETTY OFFICER FIRST CLASS	 CHIEF PETTY OFFICER	 SENIOR CHIEF PETTY OFFICER	 MASTER CHIEF PETTY OFFICER	 MASTER CHIEF PETTY OFFICER OF THE NAVY	
	SENIOR PETTY OFFICERS COLLAR DEVICES										
MARINES	 PRIVATE	 PRIVATE FIRST CLASS	 LANCE CORPORAL	 CORPORAL	 SERGEANT	 STAFF SERGEANT	 GUNNERY SERGEANT	 FIRST SERGEANT	 SERGEANT MAJOR	 SERGEANT MAJOR OF THE MARINE CORPS	
	 PRIVATE	 PRIVATE FIRST CLASS	 LANCE CORPORAL	 CORPORAL	 SERGEANT	 STAFF SERGEANT	 GUNNERY SERGEANT	 FIRST SERGEANT	 SERGEANT MAJOR	 SERGEANT MAJOR OF THE MARINE CORPS	
ARMY	 PRIVATE	 PRIVATE FIRST CLASS	 LANCE CORPORAL	 CORPORAL	 SERGEANT	 STAFF SERGEANT	 SERGEANT FIRST CLASS	 FIRST SERGEANT	 SERGEANT MAJOR	 COMMAND SERGEANT MAJOR	
	 PRIVATE	 PRIVATE FIRST CLASS	 LANCE CORPORAL	 CORPORAL	 SERGEANT	 STAFF SERGEANT	 SERGEANT FIRST CLASS	 FIRST SERGEANT	 SERGEANT MAJOR	 COMMAND SERGEANT MAJOR	
AIR FORCE	 AIRMAN BASIC	 AIRMAN FIRST CLASS	 SENIOR AIRMAN	 STAFF SERGEANT	 TECHNICAL SERGEANT	 MASTER SERGEANT	 SENIOR MASTER SERGEANT	 CHIEF MASTER SERGEANT	 CHIEF MASTER SERGEANT OF THE AIR FORCE	 CHIEF MASTER SERGEANT OF THE AIR FORCE	
	ALL STARS SILVER										

* AUTHORIZED ONLY WHILE SERVING AS THE SENIOR ENLISTED MEMBER OF ANY BRANCH OF MILITARY SERVICE

STAFF CORPS INSIGNIA



**Medical
Corps**



**Chaplain
Corps
(Christian)**



**Chaplain
Corps
(Jewish)**



**Supply
Corps**



**Dental
Corps**



**Medical
Service
Corps**



Nurse Corps



**Navy Band
Leader**



**Judge
Advocate
General's
Corps**



**Law
Community**



**Civil
Engineer
Corps**

WARRANT OFFICERS INSIGNIA



Aerographer



**Air Traffic
Control Tech.**



**Av. Electronics
Tech.**



**Av. Maintenance
Tech.**



**Aviation
Boatswain**



**Aviation
Operations
Tech.**



**Aviation
Ordnance Tech.**



Bandmaster



Boatswain



**Civil Engineering
Corps**



**Communications
Tech.**



**Cryptologic
Technician**

WARRANT OFFICERS INSIGNIA (Cont.)



Data Processing



**Electronics
Technician**



**Engineering/Nuc.
Power Tech.**



EOD Technician



**Intelligence
Tech.**



**Operations
Technician**



**Ordnance/Spec.
Warfare Tech.**



Photographer



**Med/Dental
Svc/Phys. Asst.**



**Repair
Technician**



**Security
Technician**



Ship's Clerk



**Supply Clerk/
Food Svc**

CHAPTER 15
ENLISTED RATINGS

THIS PAGE INTENTIONALLY BLANK

THIS PAGE INTENTIONALLY BLANK

THIS PAGE INTENTIONALLY BLANK

CHAPTER 16

AWARDS

An **AWARD** is an all-inclusive term covering any decoration, medal, badge, ribbon, or an attachment thereof bestowed on an individual.

A **UNIT AWARD** is an award made to an operating unit and worn only by members of that unit who participated in the cited action.

A **SERVICE AWARD** is an award made to those who have participated in designated wars, campaigns, expeditions, etc., or who have fulfilled, in a creditable manner, specified service requirements.

A **DECORATION** is an award bestowed upon an individual for a specific act of gallantry or meritorious service.

A **MEDAL** is an award presented to an individual for performance of certain duties, acts, or services. It consists of a suspension ribbon made in distinctive colors and from which hangs a medallion.

A **MINIATURE MEDAL** is a replica of a large medal, made to a scale one-half that of the original.

A **BADGE** is an award to an individual for some special proficiency apart from the duties of the individual's grade or rate. It consists of a medallion hung from a bar or from bars.

A **RIBBON** or ribbon bar consists of a portion of the suspension ribbon of a medal and is worn instead of the medal. The dimensions of all ribbons are 1 3/8 inches by 3/8 inches.

An **ATTACHMENT** is any appurtenance, such as a star, clasp, or device, worn on the suspension ribbon of a medal or on the ribbon, or ribbon bar.

PRECEDENCE LIST OF MEDALS/AWARDS

(From Navy/Marine Corps Awards Manual, SECNAV INST 1650.1)

ORDER OF PRECEDENCE

- I Military Decorations
- II Unit Awards
- III Nonmilitary U. S. Decorations
- IV Campaign and Service Medals
- V Non Military Service Awards
- VI Foreign Military Decorations
- VII Marksmanship Awards

I - MILITARY DECORATIONS

- 1 - Medal of Honor
- 2 - Navy Cross
- 3 - Defense Distinguished Service Medal
- 4 - Distinguished Service Medal
- 5 - Silver Star
- 6 - Defense Superior Service Medal
- 7 - Legion of Merit
- 8 - Distinguished Flying Cross
- 9 - Navy and Marine Corps Medal
- 10 - Bronze Star Medal
- 11 - Purple Heart
- 12 - Defense Meritorious Service Medal
- 13 - Meritorious Service Medal
- 14 - Air Medal
- 15 - Joint Service Commendation Medal
- 16 - Navy Commendation Medal
- 17 - Joint Service Achievement Medal
- 18 - Navy Achievement Medal
- 19 - Combat Action Ribbon

II - UNIT AWARDS

- 1 - Presidential Unit Citation
- 2 - Joint Meritorious Unit Award
- 3 - Navy Unit Commendation
- 4 - Meritorious Unit Commendation
- 5 - Navy "E" Ribbon

III - NONMILITARY U. S. DECORATIONS

Nonmilitary decorations are worn in the order earned. These include, but are not limited to, the following:

- Presidential Medal of Freedom
- National Security Medal
- National Sciences Medal
- Gold Life Saving Medal
- Silver Life Saving Medal
- Medal for Merit
- National Intelligence Distinguished Service Medal
- National Intelligence Medal of Achievement
- National Distinguished Civilian Service Award
- Navy Award for Distinguished Achievement in Science
- President's Distinguished Federal Civilian Service Medal
- Department of Defense Distinguished Civilian Service Medal
- Navy Distinguished Public Service Award
- NASA Distinguished Service Medal
- NASA Flight Medal
- NASA Medal for Exceptional Bravery
- NASA Medal for Exceptional Service
- Merchant Marine Distinguished Service Medal
- Merchant Marine Meritorious Service Medal
- Merchant Marine Mariners Medal
- Selective Service Distinguished Service Award
- Selective Service Exceptional Service Award
- Selective Service Meritorious Service Award
- Congressional Space Medal of Honor

IV - CAMPAIGN AND SERVICE AWARDS

- 1 - Prisoner of War Medal
- 2 - Good Conduct Medals (Navy & USMC)
- 3 - Naval Reserve Meritorious Service Medal
- 4 - Selected Marine Corps Reserve Medal
- 5 - Navy Fleet Marine Force Ribbon
- 6 - Expeditionary Medals (Navy & USMC)
- 7 - China Service Medal
- 8 - American Defense Service Medal
- 9 - American Campaign Medal
- 10 - European-African-Middle Eastern Campaign Medal
- 11 - Asiatic-Pacific Campaign Medal
- 12 - World War II Victory Medal
- 13 - Navy Occupation Service Medal
- 14 - Medal for Humane Action
- 15 - National Defense Service Medal
- 16 - Korean Service Medal

- 17 - Antarctica Service Medal
- 18 - Armed Forces Expeditionary Medal
- 19 - Vietnam Service Medal
- 20 - Southwest Asia Service Medal
- 21 - Humanitarian Service Medal
- 22 - Sea Service Deployment Ribbon
- 23 - Navy Arctic Service Ribbon
- 24 - Naval Reserve Sea Service Ribbon
- 25 - Navy and Marine Corps Overseas Service Ribbon
- 26 - Navy Recruiting Service Ribbon
- 27 - Armed Forces Reserve Medal
- 28 - Naval Reserve Medal
- 29 - Marine Corps Reserve Ribbon

V - NON-MILITARY SERVICE AWARDS

Non-military service awards are worn after all campaign and service awards.

- 1 - Merchant Marine Gallant Ship Unit Citation
- 2 - Merchant Marine Defense Bar
- 3 - Merchant Marine Combat Bar
- 4 - Merchant Marine War Zone Bar (Atlantic, Mediterranean-Middle East, & Pacific)
- 5 - Merchant Marine W.W.II Victory Medal
- 6 - Merchant Marine Korean Service Bar
- 7 - Merchant Marine Vietnam Service Bar

VI - FOREIGN MILITARY DECORATIONS

1- Foreign Unit Awards (No Medals)

- Philippine Presidential Unit Citation
- Korean Presidential Unit Citation
- Vietnam Presidential Unit Citation
- Republic of Vietnam Meritorious Unit Citation (Gallantry Cross Medal Color w/Palm)
- Republic of Vietnam Meritorious Unit Citation (Civil Actions Medal First Class Color w/Palm)

"Loyalty is a two-way street."

From the book: **Successful Leadership Today**

2 - Non-U.S. Military Service Awards

- Philippine Defense Ribbon
- Philippine Liberation Ribbon
- Philippine Independence Ribbon
- United Nations Service Medal
- United Nations Medal
- Multinational Force and Observers Medal
- Inter-American Defense Board Medal

3 - Foreign Service Medals

- Republic of Vietnam Campaign Medal
- Kuwait Liberation Medal

VII - NAVY MARKSMANSHIP AWARDS

- U.S. Distinguished International Shooter Badge
- Distinguished Marksman Badge
- Distinguished Pistol Shot Badge
- National Trophy Match Rifleman Excellence in Competition Badge (Gold)
- National Trophy Match Pistol Shot Excellence in Competition Badge (Gold)
- Interservice Rifleman Excellence in Competition Badge (Gold)
- Interservice Pistol Shot Excellence in Competition Badge (Gold)
- Navy Rifleman Excellence in Competition Badge (Gold)
- Navy Pistol Shot Excellence in Competition Badge (Gold)
- Fleet Rifleman Excellence in Competition Badge (Gold)
- Fleet Pistol Shot Excellence in Competition Badge (Gold)
(National, Interservice, Navy & Fleet Badges in silver and bronze continue in the above order with silver taking precedence over bronze)
- Expert Rifleman Medal
- Navy Rifle Marksmanship Ribbon
- Expert Pistol Shot Medal
- Navy Pistol Marksmanship Ribbon
- President's Hundred Award (Rifle or Pistol) (enlisted personnel only)

"The best test of a man is authority." PROVERB
From the book: **Successful Leadership Today**

LARGE MEDALS

The arrangement of awards is by seniority from top down and from inboard to outboard. All medals may be worn, but a minimum of five must be worn by those possessing five or more. The Medal of Honor, worn when either large or miniature medals are prescribed, is worn from a suspension ribbon placed around the neck.

Full-size medals are worn on full-dress uniforms. The holding bar of the lowest row of medals is located approximately 1/4 inch above the left breast pocket and clear of the lapel. The medal bottoms dress in a horizontal line.

When more than one row is worn, no row must contain a lesser number than the row above it. As far as possible, except for the top row, all rows contain the same number of medals. Overlapping is equal and the right, or inboard, medal shows in full. Upper rows are mounted so as to cover the suspension ribbons of the medals below.

MINIATURE MEDALS

Miniature medals are worn with formal dress and dinner dress uniforms. On male tail coats and mess jackets, the holding bar of the lowest row of medals is positioned on the left lapel, 3 inches below the notch and centered on the lapel. If the bar exceeds a length of 2 3/4 inches, the bar extends over the outboard edge of the lapel. When worn on a male officer's blue or white service coat, the lowest bar is centered immediately above the left breast pocket. On a woman officer's uniform, the lowest bar is centered on the left pocket flap of the blue and white service coat. On other uniforms, it is attached in the same relative position.

The number of miniature medals worn on one holding bar may not exceed 11. When more than 11 are worn, they are arranged in two rows. Miniature medals may be equally overlapped up to 50 percent, the right (inboard) medal showing in full.

The small staff from which the commission pennant is flown aboard Navy ships is called what? PIGSTICK

SERVICE RIBBONS

Service ribbons are worn in the order of their precedence, from top down and from inboard outward. The ribbons are worn with all service dress uniforms. There are no intervals between ribbons or rows of ribbons. They may be sewed to the uniform or arranged on holding bars to be pinned to the uniform. They may not be impregnated with preservatives that change their appearance or be worn with transparent covers. On male uniforms, the lower edge of the bottom row of ribbons is centered approximately 1/4 inch above the left breast pocket. On women's blue and white uniforms, one or two rows are centered on the left pocket flap; additional rows are worn immediately above the flap.

Three ribbons or less are worn in a single horizontal row. When more than three are authorized, they are worn in rows of three each. If not in multiples of three, the uppermost row contains the lesser number, the center of the row to be over the center of the row beneath. A minimum of three ribbons must be worn by those possessing three or more; all may be worn if desired.

ATTACHMENTS

A variety of stars, devices, and clasps are authorized for wear on medal suspension ribbons and corresponding service ribbons.

STARS

A GOLD star is worn instead of a second or subsequent award of a military decoration.

BRONZE stars indicate:

- (1) Service in a cited unit at the time of an action for which the unit was awarded a unit citation;
- (2) Second and subsequent awards of a campaign or service medal;
- (3) The number of battle engagements during a given campaign for which a medal is authorized; and,
- (4) First individual award of the Air Medal.

A SILVER STAR is authorized for wear instead of five gold or bronze stars.

A single star is centered on the ribbon. If more than one star is worn, they are placed in a horizontal line close to and symmetrically about the center of the ribbon. The Silver Star is located as near the center of the ribbon as symmetry permits. A star, worn in addition to a Silver Star or letter device, is worn on the wearer's right. A second star is worn on the wearer's left, etc. When medals overlap, all stars may be worn to the wearer's left. Stars are placed on the ribbon with two rays pointing down.

LETTER DEVICES

Metal letter devices, when authorized, are worn centered on the appropriate ribbon.

Individuals awarded the Legion of Merit, Bronze Star Medal, Joint Service Commendation Medal, Navy Achievement Medal, or the Commendation Medal for acts or services involving direct participation in combat operations may be authorized to wear a bronze letter "V."

Personnel who qualify may wear the bronze "S" signifying sharpshooter or bronze "E" signifying expert on their Pistol or Rifle Marksmanship ribbons, as appropriate. A silver "E" is worn upon qualifying for the third "E."

CLASPS

Clasps, when authorized, are worn only on suspension ribbons of large medals although stars or other devices worn instead of clasps may be displayed on the suspension ribbons of miniature medals and on ribbon bars.

LARGE MEDALS

Full-size medals are worn on full-dress uniforms.

CHAPTER 17

ARMED FORCES CHAIN-OF-COMMAND

(OPERATIONAL)

AT THE HIGHEST LEVELS.

1. The President of the United States is Commander in Chief of the U.S. Armed Services.

2. The Secretary of Defense (SECDEF) is the next person in the operational chain-of-command of U.S. military forces.

At this point in the chain-of-command the operational responsibilities and support/administrative responsibilities go in different directions.

The Secretary of the Navy (SECNAV) has support responsibilities, but not operational authority or responsibility.

The Chairman of the Joint Chiefs of Staff, and Joint Chiefs of Staff (heads of military services) have no independent operational control of the military services. However, the Chairman of the Joint Chiefs of Staff functions within the chain of command by transmitting communications to the commanders of the combatant commands from the President and Secretary of Defense. Neither the Chairman nor the Joint Chiefs have executive authority over any combatant command.

3. **COMBATANT COMMANDS.** U.S. combatant commands include UNIFIED COMMANDS and SPECIFIED COMMANDS.

a. **UNIFIED COMMAND.** The unified command is a command with a broad, continuing mission and is composed of forces from two or more military departments under a single commander. Currently there are eight (8) unified commands.

- (1) U.S. EUROPEAN COMMAND (CINCEUR)
- (2) U.S. PACIFIC COMMAND (CINCPAC)
- (3) U.S. ATLANTIC COMMAND (CINCLANT)
- (4) U.S. SOUTHERN COMMAND (CINCSOUTH)
- (5) U.S. CENTRAL COMMAND (CINCCENT)
- (6) U.S. SPACE COMMAND (CINCSpace)

- (7) U.S. TRANSPORTATION COMMAND
(CINCTRANS)
- (8) U.S. SPECIAL OPERATIONS (CINCSOC)

b. **SPECIFIED COMMAND.** The specified command is a command with a broad, continuing mission and is composed of forces from a single military department under a single commander. There are currently two (2) specified commands.

- (1) FORCES COMMAND (FORSCOM) - U.S. Army only
- (2) STRATEGIC AIR COMMAND (SAC) - U.S. Air Force only

4. **COMPONENT COMMANDS.** The Navy (and the Army and Air Force) have component commands within each unified command. These component commands have both operational and administrative control over assigned forces. Administratively Navy component commanders report to the Chief of Naval Operations (CNO). Operationally they report to the appropriate unified commander.

The Navy has three (3) major component commanders.

- a. COMMANDER IN CHIEF U.S. ATLANTIC FLEET (CINCLANTFLT)
- b. COMMANDER IN CHIEF U.S. PACIFIC FLEET (CINCPACFLT)
- c. COMMANDER IN CHIEF U.S. NAVAL FORCES, EUROPE (CINCUSNAVEUR)

NOTE: CINCPAC (Unified Command) and CINCPACFLT (Component Command) are two commands headed by the same four- star admiral; and, CINCLANT (Unified Command) and CINCLANTFLT (Component Command) are two commands headed by the same four-star admiral. These two admirals are said to wear "dual hats."

5. **NUMBERED FLEETS.** The next breakdown of the operating forces is into numbered fleets. The commanders of these numbered fleets have responsibilities that encompass the oceans of the world. There are four numbered fleets.

- a. COMMANDER THIRD FLEET (COMTHIRDFLT)
- b. COMMANDER SEVENTH FLEET (COMSEVENTHFLT)

The above commanders report to the Commander-in- Chief Pacific Fleet. Their areas of responsibility encompass the Pacific and Indian Oceans.

c. **COMMANDER SECOND FLEET (COMSECONDFLT).** This commander reports to the Commander-in- Chief Atlantic Fleet. Areas of responsibility encompass the Atlantic, the Caribbean and the Pacific Oceans adjacent to the west coast of Central and South America.

d. **COMMANDER SIXTH FLEET (COMSIXTHFLT).** The Commander Sixth Fleet reports to the Commander-in-Chief United States Naval Forces Europe. Areas of responsibility encompass the Mediterranean Sea and the Black Sea.

6. **TASK FORCE.** The level below numbered fleets is TASK FORCE. A task force is a subdivision of a fleet composed of several types of ships, submarines and aircraft according to the operational necessity. There is no set size of composition of a task force. The specific "task" determines size and composition.

Several task-oriented groups that have commonly used titles are:

- a. CARRIER BATTLE GROUPS
- b. AMPHIBIOUS TASK FORCES
- c. UNDERWAY REPLENISHMENT GROUPS
- d. CONVOY ESCORT GROUPS

Naval forces must control the multi-dimensional threat posed by enemy forces in the there naval warfare areas: the air, the surface, and the subsurface.

Each naval platform (ship, submarine, or aircraft) is designed to accomplish a specific naval warfare task, often while performing other warfare tasks simultaneously. These tasks include:

- a. ANTI-AIR WARFARE (AAW)
- b. ANTI-SUBMARINE WARFARE (ASW)
- c. ANTI-SURFACE SHIP WARFARE (ASUW)
- d. STRIKE WARFARE
- e. AMPHIBIOUS WARFARE
- f. MINE WARFARE

and supporting warfare tasks such as:

- g. ELECTRONIC WARFARE (EW)
- h. COMMAND, CONTROL, & COMMUNICATIONS (C3)
- i. INTELLIGENCE
- j. SPECIAL OPERATIONS
- k. LOGISTICS
- l. OCEAN SURVEILLANCE

All of the above factors are taken into account when assembling a task force.

7. TASK GROUP. A task force is divided into TASK GROUPS. A task group may include an aircraft carrier, a cruiser, a submarine, amphibious craft, and various auxiliary vessels.

8. TASK UNIT. Task groups are further divided in to TASK UNITS. Task units normally consist of a small number of individual operational commands.

9. TASK ELEMENT. A TASK ELEMENT is the smallest unit of a task force. A task element will be an individual detachment, ship, submarine, or aircraft squadron.

10. TASK NUMERICAL DESIGNATION. Each level of command in a task force has a corresponding number designation which is used for communications and coordination purposes.

Example:

- TF 21 is a task force of the 2nd Fleet
- TG 21.1 is a task group of Task Force 21
- TU 21.1.2 is a task unit of Task Group 21.1
- TE 21.1.2.3 is a task element of Task Unit 21.1.2

SUMMARY. If you were on a ship with the above designation of TE 21.1.2.3, from top to bottom, your chain-of command for operational purposes would be as follows.

- a. PRESIDENT OF THE UNITED STATES
- b. SECRETARY OF DEFENSE (SECDEF)
- c. CINCLANT (UNIFIED COMMANDER)
- d. CINCLANTFLT (COMPONENT COMMANDER)
- e. COMSECONDFLT
- f. COMMANDER TASK FORCE 21
- g. COMMANDER TASK GROUP 21.1
- h. COMMANDER TASK UNIT 21.1.2
- i. COMMANDING OFFICER (TE 21.1.2.3)

NAVY CHAIN-OF-COMMAND

(ADMINISTRATIVE)

The Navy's operating forces are supported by the administrative chain of command which oversees the training, readiness, administration, and logistical support functions.

1. **SECRETARY OF THE NAVY (SECNAV).** The Secretary of the Navy is the head of the Department of the Navy. Under the direction, authority, and control of the Secretary of Defense, he is responsible for the following.

- a. The functioning and efficiency of the Department of the Navy.
- b. The formulation of policies and programs by the Department of the Navy that are fully consistent with national security objectives and policies established by the President or the Secretary of Defense.
- c. The effective and timely implementation of policy, program and budget decisions and instructions of the President or Secretary of Defense relating to the functions of the Department of the Navy.
- d. Carrying out the functions of the Department of the Navy so as to fulfill (to the maximum extent practicable) the current and future operational requirements of the unified and specified combatant commands.
- e. Effective cooperation and coordination between the Department of the Navy and the other military departments and agencies of the Department of Defense to provide for more effective, efficient and economical administration and to eliminate duplication.
- f. The presentation and justification of the position of the Department of the Navy on the plans, programs and policies of the Department of Defense.
- g. The effective supervision and control of the intelligence activities of the Department of the Navy.

h. Such other activities as may be prescribed by law or by the President or Secretary of Defense.

2. CHIEF OF NAVAL OPERATIONS (CNO). The Chief of Naval Operations is the professional head of the Navy. In the performance of duties within the Department of the Navy, the CNO takes precedence above all other officers of the naval service, except an officer of the naval service who is serving as Chairman or Vice Chairman of the Joint Chiefs of Staff. He is a member of the JCS and the principle advisor to the President, SECDEF, and SECNAV on naval matters. Except where responsibility rests with the Commandant of the Marine Corps, he exercises overall authority throughout the Department of the Navy. The CNO is assisted by the Vice Chief of Naval Operations (VCNO), by several deputy chiefs (DCNO's) and assistant chiefs (ACNO's), and by a variety of program directors. These officers and their staffs make up the Office of Chief of Naval Operations (OPNAV). In operational matters CNO has no direct operational/executive authority over naval forces that are under command of a unified or specified commander. His voice/input in operational matters for unified or specified commands is a function of his role as a member of the JCS.

3. NAVAL COMPONENT COMMANDS. Component commands have both operational and administrative control over assigned forces. The Navy's major component commands are:

- a. COMMANDER IN CHIEF U.S. ATLANTIC FLEET (CINCLANTFLT)
- b. COMMANDER IN CHIEF U.S. PACIFIC FLEET (CINCPACFLT)
- c. COMMANDER IN CHIEF U.S. NAVAL FORCES EUROPE (CINCUSNAVEUR)

4. TYPE COMMANDS. The Atlantic and Pacific fleets are organized into administrative commands by type. The major type commands are fleet training commands, submarine forces, surface forces, and naval air forces. Type commands administratively own ships, submarines and aircraft and are responsible for making assignments to operational commands.

Examples of type commands:

COMMANDER SUBMARINE FORCES ATLANTIC
(COMSUBLANT)

COMMANDER NAVAL SURFACE FORCES PACIFIC
(COMNAVSURFPAC)

COMMANDER NAVAL AIR FORCES ATLANTIC
(COMNAVAIRLANT)

5. GROUP COMMANDS. Under each type command, ships, submarines and aircraft are under a group commander. Group commands usually control units within a given geographic location. They are responsible for assisting the type command in carrying out assigned administrative tasks.

Examples of group commands:

COMMANDER CRUISER-DESTROYER GROUP 12
(COMCRUDESGRU 12)

COMMANDER SUBMARINE GROUP EIGHT (COMSUBGRU 8)

COMMANDER CARRIER GROUP TWO (COMCARGRU 2)

COMMANDER PATROL AIR GROUP, ATLANTIC
(COMPATWINGSLANT)

COMMANDER FLEET TRAINING GROUP, GUANTANAMO
(COMFLETRAGRUGTMO)

6. SQUADRON/AIR WING COMMANDS. Group commands are further divided into ship/ submarine squadrons and/or air wing commands. Squadrons and air wings usually control similar vessels or aircraft within a specific geographic location (homeport/air station).

Examples of squadron/air wing commands:

COMMANDER DESTROYER SQUADRON EIGHT
(COMDESRON 8)

COMMANDER SUBMARINE SQUADRON TEN (COMSUBRON 10)

COMMANDER TRAINING WING SIX (COMTRAWING 6)

7. INDIVIDUAL UNIT COMMANDS. Each individual command (ship/submarine or aircraft squadron) represents an administrative and operational unit, with the commanding officer exerting administrative and operational control over the personnel and equipment assigned.

Examples of individual unit commands:

USS GUADALCANAL (LPH-7)

FITRON 201 (VF-201)

PATRON 5 (VP-5)

"STRESS: What people place on themselves to make something seem more difficult."

From the book: **Successful Leadership Today**

A cylindrical upright fixture to which mooring lines are secured aboard ship is called what? BITT

"Emulate those who stand above the rest in courage, honesty, and loyalty."

From the book: **Successful Leadership Today**

"Anytime you get a "well done," share it with the people working for you. Give them all the credit."

From the book: **Successful Leadership Today**

CHAPTER 18

UNITED STATES NAVY ORGANIZATION

PRIMARY FUNCTIONS

1. To organize, train, and equip Navy and Marine Corps forces to conduct prompt and sustained combat operations at sea. These operations include those of sea-based aircraft and land-based naval air components. Specifically, these forces seek out and destroy enemy naval forces, suppress enemy sea commerce, and gain and maintain naval supremacy. They control vital sea areas and protect vital sea lines of communication. They establish and maintain naval and air superiority in an area of naval operations. They seize and defend advanced naval based and conduct land and air operations as needed to carry out naval campaigns.
2. To coordinate with other U.S. military services to provide, organize, and equip naval forces (including naval close air-support forces) to conduct joint amphibious operations.
3. To furnish adequate, timely, and reliable intelligence for the Navy and Marine Corps.
4. To organize, train, and equip naval forces for naval reconnaissance, antisubmarine warfare, protection of shipping, and mine laying (including air and controlled mine field operations).
5. To provide air support essential for naval operations.
6. To provide sea-based air defense and sea-based means for coordinating control for defense against air attack, coordinating with other U.S. military services in matters of joint concern.
7. To provide naval forces, including naval air forces, for defense of the United States against air attack.

OVERALL MISSION. The Navy's overall mission is: "...to be prepared to conduct prompt and sustained combat operations at sea..." The following four naval missions support the accomplishment of this overall mission:

1. Strategic Deterrence

2. Peacetime Presence
3. Power Projection
4. Sea Control (keeping the sea lanes open)

DEPARTMENT OF THE NAVY. The Department of the Navy is made up of the U.S. Navy and the U.S. Marine Corps. Individual commands within the Department of the Navy are divided into three functional components:

1. Navy Department
2. Shore Establishment
3. Operating Forces

NAVY DEPARTMENT. The Navy Department as the central executive authority refers to the central executive offices of the Department of the Navy located at the seat of government. The Navy Department includes:

1. Under Secretary of the Navy
2. Assistant Secretaries
3. Chief of Naval Operations
4. Commandant of the Marine Corps
5. Office of Legislative Affairs
6. Office of Information
7. Office of the Judge Advocate General
8. Office of the Auditor General

The Navy Department assists the Secretary of the Navy (SECNAV) in carrying out the responsibilities of that office. SECNAV is responsible, under the Secretary of Defense (SECDEF), for the policies and control of the Navy. These include its organization, administration, operation, and efficiency.

The Navy Department functions to establish policy, provide direction, and exert control over the operations of the other two components of the Department, that is, the Shore Establishment and the Operating Forces of the Navy.

SHORE ESTABLISHMENT. The Shore Establishment encompasses shore activities with defined missions approved for establishment by the SECNAV. The function of the Shore Establishment is to supply, maintain, and support the Operating Forces through the furnishing of required materials, services, and personnel. A representative list of such activities includes:

1. Naval Air Stations
2. Naval Facilities
3. Reserve Training Centers
4. Communications Stations

5. Recruiting Stations
6. Shipyards
7. Naval Bases
8. Naval Stations
9. Naval Supply Centers

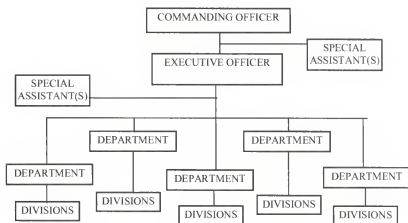
OPERATING FORCES. The Operating Forces of the Navy are combat or combat-support oriented. Combat forces and certain supporting forces are assigned for duty under the commander of a unified or specified command. The Operating Forces of the Navy include those forces assigned to:

1. CINCLANTFLT
2. CINCPACFLT
3. CINCUSNAVEUR
4. FLEET MARINE FORCES
5. MILITARY SEALIFT COMMAND
6. MINE WARFARE COMMAND
7. NAVAL RESERVE FORCE.
8. OPERATIONAL TEST AND EVALUATION FORCE
9. U.S. NAVAL FORCES CENTRAL COMMAND
10. U.S. NAVAL FORCES SOUTHERN COMMAND
11. Shore activities assigned to the Operating Forces.

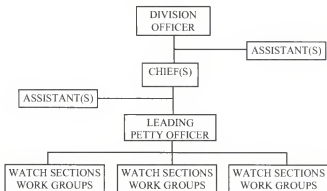
"Leadership must be applied and enforced consistently. Do not send mixed signals."
From the book: **Successful Leadership Today**

"All problems become smaller if you don't dodge them but confront them." ADM WILLIAM F. HALSEY
From the book: **Successful Leadership Today**

COMMAND ORGANIZATION CHART



DIVISION ORGANIZATION



CHAPTER 19

ENLISTED SERVICE RECORDS

The service record is the official history of an enlisted person's career in the Navy. It reveals basic aptitudes, education, special training, civilian and military experience, and disciplinary record. It also provides facts necessary to substantiate an individual's advancement progress and to measure overall performance and worth to the Navy.

TYPES OF RECORDS

1. ENLISTED MICROFICHE RECORD

- a. Maintained at Naval Military Personnel Command (NMPC), Washington, DC
- b. A permanent record of enlisted person's career.
- c. May contain adverse information and copies of evaluations.

2. ENLISTED SERVICE RECORD

- a. Maintained at local command.
- b. Property of the government, not the individual.
- c. May contain adverse information.
- d. Authorized access includes the individual and his/her immediate chain of command.

LEFT SIDE OF ENLISTED SERVICE RECORD

Contains official and unofficial papers required for record and safe-keeping purposes. Completed in no particular order; latest information on top. Example of information included on left side:

- a. Copies of orders
- b. Educational documents
- c. Special qualifications
- d. Security clearance documents
- e. Personal papers
- f. Personnel advancement requirements (PARs)

RIGHT SIDE OF ENLISTED SERVICE RECORD

Pages are numbered in sequence from the bottom to top. Pages of primary importance are:

- a. PAGE 1 - Enlistment/Reenlistment Document
- b. PAGE 1a - Agreement to Extend Enlistment

- c. PAGE 1b - Assignment to and Extension of Active Duty
- d. PAGE 2 - Dependency Application/Record of Emergency Data
- e. PAGE 3 - Enlisted Classification Record
 - Lists civilian education and training prior to joining military
 - Armed Services Vocational Aptitude Battery (ASVAB) scores
- f. PAGE 4 - Navy Occupation/Training and Awards
 - Enlisted Classification Codes (NECs) and designators.
 - Navy service schools attended
 - Navy training courses, PARs, other classes/courses completed.
 - Advancements, reductions, and changes in rate or rating
 - GED test, vocational/technical training, and off-duty study courses
 - Decorations and awards
- g. PAGE 5 - History of Assignments
 - Also, record of extension, sea and shore duty commencement dates
- h. PAGE 6 - Record of Unauthorized Absence
 - Any U/A in excess of 24 hours, and lost time due to confinement by civil authorities or sick misconduct
- i. PAGE 7 - Court Memorandum
 - Used to record Court-Martial and NJP actions which affect pay
- j. PAGE 9 - Enlisted Performance Record
 - Chronological record of enlisted members performance evaluations and career milestones. Includes evaluations, meritorious mast, Courts-Martial, changes in rating, advancement, and reduction in rate
- k. PAGE 10 - Administrative Remarks
 - To record significant miscellaneous entries not provided for elsewhere in record, or where more detailed information may be required to clarify entries on other pages of the service record.

*"Cheerful people spread cheerfulness.
Unhappy people spread unhappiness."*
From the book: **Successful Leadership Today**

CHAPTER 20

TRAINING, SCHOOLS, AND EDUCATION

PERSONNEL QUALIFICATION STANDARD (PQS) SYSTEM

a. The PQS program is one element in the Navy's overall training program. The Handbook on Management and Implementation Procedures for Personnel Qualification Standards, NAVEDTRA 43001.1, provides information on the PQS concept and describes its implementation in the training program of naval units.

b. The purpose of the program is to assist in qualifying the trainee to perform assigned duties. The PQS program also helps to prepare individuals for advancement by referring them to applicable rate training manuals. To obtain the stock number for a particular PQS booklet, refer to the List of Training Manuals and Correspondence Courses, NAVEDTRA 10061.

c. Each qualification standard has four main subdivisions in addition to a preface and introduction, glossary, bibliography, and feedback form. The four main subdivisions are:

(1) **100 SERIES - THEORY.** The theory section specifies the knowledge of theory necessary as a prerequisite to the study of the specific equipment or systems for which the PQS was written.

(2) **200 SERIES - SYSTEM.** The system section breaks the equipment or systems to be studied into functional sections. A study of this section provides the individual with the required information concerning what the system or equipment does, how it does it, and other pertinent aspects of operation. The answers must be extracted from the various maintenance and technical manuals covering the equipment or system in question.

(3) **300 SERIES - WATCH STATIONS.** The watch stations section includes questions regarding the procedures the individual must know before he/she can operate and maintain the equipment and/or system. The qualification process moves beyond knowledge at this level by requiring the individual to demonstrate correct steps, procedures, and skills for specific equipment and systems. The individual must demonstrate these procedures during normal, abnormal, and emergency situations.

(4) **400 SERIES - QUALIFICATION CARDS.** The qualification cards provide accounting data used to record the individual's satisfactory completion of various items. The completion of part or all of the PQS provides a basis for the supervisor to certify completion of Personnel Advancement Requirements (PARs).

d. The Occupational Standards Manual, NAVPERS 18068, provides a list of the basic occupational skills for each Navy rating and pay grade. The PQS program will assist members in developing these skills; rate training manuals and nonresident career courses provide a method for acquiring the knowledge associated with these skills. The Navy advancement system is based on a competitive Navy-wide exam and an individual's demonstrated skills documented by the PARs program. The Manual of Advancement, BUPERSINST 1430.16 established enlisted personnel advancement requirements. The Bibliography for Advancement Study, NAVEDTRA 10052, lists the recommended rate training manuals and other materials for study prior to advancement exams.

NAVY SCHOOLS PROGRAM

a. The Navy's service schools are another major part of the overall education and training program. The Catalog of Navy Training Courses (CANTRAC), NAVEDTRA 10500, contains information on schools and courses. The CANTRAC is organized to provide a consolidated centrally produced catalog presenting courses in standardized form. It is divided into three volumes.

(1) **VOLUME 1 - INTRODUCTION, GENERAL INFORMATION, AND QUOTA CONTROL NOTES.** This volume includes all general information not subject to frequent changes. Volume I is published in hard copy annually. Volumes II & III are published quarterly in microfiche.

(2) **VOLUME II - CANTRAC COURSE DESCRIPTIONS.** All courses are arranged in numerical sequence by Course Identification Number (CIN).

(3) **VOLUME III - CANTRAC CONVENING SCHEDULES.** A numerical index of CINs that gives course short title and location, convening dates, and Course Data Processing number for each course.

KEYWORD INDEX. The keyword index of course long titles will be produced with each edition of the CANTRAC (Volumes II & III). Course titles are listed in alphabetical order by key words appearing in the title. Titles and related course numbers may appear five or six times in the index, depending on how many key words appear in the title.

SERVICE SCHOOLS

Service schools are grouped by class/type. Each class/type will be given a letter designation. The following is a brief description of the service school classes/types.

a. **CLASS "A"** - Class "A" schools provide basic technical knowledge and skills required to prepare for entry- level performance and further specialized training, including apprenticeship training. An NEC (Navy Enlisted Classification) or NOBC (Naval Officer Billet Code) may be awarded to identify the skill achieved. They also include some officer courses such as communication officer, ASW officer, etc.

b. **CLASS "C"** - Class "C" schools provide the advanced knowledge, skills, and techniques to perform a particular job in a billet. They may also be any course which awards or is a prerequisite to a skill awarding course (e.g., NEC, or NOBC) or is 13 calendar days or longer and does not conform to the definition for a Class "A" course.

c. **CLASS "E"** - Class "E" schools are designed to provide formal professional education instruction in a general or particular field of study which may lead to an academic degree.

d. **CLASS "F"** - Class "F" schools provide team training to fleet personnel, officers and enlisted, who normally are, or are reroute to duty as, members of ship's companies, and/or individual training such as refresher, operator, maintenance, and technical training of less than 13 calendar days established to meet the needs of the fleet or type commanders, an NEC or NOBC will not be awarded.

e. **CLASS "P"** - Class "P" schools are designed to provide undergraduate education and/or indoctrination and basic training in fundamentals, preliminaries, or principles to midshipmen, officer candidates, and other newly commissioned officers (except those acquired through Class "V" programs).

f. **CLASS "R"** - Class "R" schools provide training following initial enlistment or induction. "Boot Camp" provides general indoctrination and prepares the recruit for early adjustment to military life. Individuals receive training in the skills and knowledge of basic military subjects.

g. **CLASS "V"** - Class "V" schools provide the skills which lead to the designation as Naval Aviator (pilot) or Naval Flight Officer (NFO).

EDUCATIONAL ASSISTANCE - NAVY CAMPUS

Navy CHAMPUS is a Navy-wide network which implements and promotes off-duty voluntary education programs. It is comprised of the following programs and support services.

a. **NAVY CAMPUS EDUCATION SPECIALIST NETWORK** - Consists of civilian education specialists and education technicians located at all major Navy installations throughout the world. These personnel ensure the proper administration of off-duty education programs. Navy Campus education specialists function as installation and area voluntary education program coordinators. They serve in an additional duty status as the principal education advisor to base/station commanding officers, provide assistance and technical guidance to ESOs (Educational Services Offices) and career counselors, and offer individualized counseling and testing services to all Navy personnel.

b. **TUITION ASSISTANCE PROGRAM (TAP)** - TAP provides eligible personnel with a percentage of tuition costs for courses attended at accredited colleges, universities, and post-secondary trade, technical, and business schools and one hundred percent (100%) of tuition costs for credit courses applicable to the completion of a high school diploma or certificate. Tuition assistance is also offered for college-level correspondence courses.

ELIGIBLE PERSONNEL - Tuition Assistance is available to Regular Navy personnel, naval reservists on continuous active duty, naval reservists ordered to active duty for 120 days or

more, and members of other U.S. military services assigned to duty with the Navy. Enlisted personnel must have sufficient active duty service time remaining to complete a course, or have approved extension or reenlistment authorization. Commissioned officers must agree to remain on active duty for at least two years following the end of the last course of instruction. Reserve officers on active duty are eligible for TA if they have two years active duty remaining upon completion of the last course.

c. PROGRAM FOR AFLOAT COLLEGE EDUCATION (PACE)

- PACE is an integral part of the Navy Campus program. The Navy contracts with accredited colleges and universities to provide post-secondary courses to seagoing personnel. Shipboard personnel are provided off-duty collegiate education opportunities comparable to those provided personnel assigned to shore duty. The program may include instruction from civilian professors, videotapes, and correspondence courses.

d. ENLISTED EDUCATION ADVANCEMENT PROGRAM (EEAP)

- This program provides an opportunity for selected personnel to earn either an associate or baccalaureate degree by attending college full-time while remaining in the Navy.

e. BROADENED OPPORTUNITY FOR OFFICER SELECTION AND TRAINING (BOOST)

- This program prepares selected applicants for entry into the Naval Reserve Officers Training Corps (NROTC) Scholarship Program or the U.S. Naval Academy. This program is open to all eligible Navy enlisted personnel with a high school diploma or certificate.

*"Most people can learn more
if they are exposed to more."*

From the book: **Successful Leadership Today**

f. **GRADUATE EDUCATION** - The need for effective use of officers educated beyond the baccalaureate level is clear. This program supports requirements for officers with a specific specialty skill. Funded graduate education programs are limited to providing sufficient officers with subspecialties for which valid billet requirements exist.

g. **COLLEGE DEGREE PROGRAM (CDP)** - The CDP provides an opportunity for active duty naval officers to earn baccalaureate degrees in approved service-related fields through full-time study at civilian educational institutions.

"Self-discipline is the best discipline of all."
From the book: **Successful Leadership Today**

"DELEGATING: Providing the RESOURCES and AUTHORITY to someone who has the ABILITY."
From the book: **Successful Leadership Today**

*"When you betray someone else,
you also betray yourself."* ISAAC SINGER
From the book: **Successful Leadership Today**

The extreme breadth of a
vessel is called what? BEAM

CHAPTER 21

ADMINISTRATION

STANDARD SUBJECT IDENTIFICATION

NUMBERS. The Department of the Navy Standard Subject Identification Codes, SECNAVINST 5210.11, provides a single, standard subject scheme. This classification system is used for numbering Navy and Marine Corps documents by subject throughout the Department of the Navy. This instruction contains a list of standard subject identification numbers and a list of name-title subject identification codes.

Except at activities with an exceptionally large volume of correspondence, files normally are established by subject identification numbers. However, files may be established by name-title codes or a combination of both.

For the purpose of identification and filing, standard subject identification numbers classify Navy correspondence and directives under 13 major series groups. These major series groups are further subdivided by the use of the last three digits in the major series. The 13 major series groups consist of the following:

- 1000 Series - Military Personnel
- 2000 Series - Communications
- 3000 Series - Operations and Readiness
- 4000 Series - Logistics
- 5000 Series - General Administration and Management
- 6000 Series - Medicine and Dentistry
- 7000 Series - Financial Management
- 8000 Series - Ordnance Material
- 9000 Series - Ships Design and Ships Material
- 10000 Series - General Material
- 11000 Series - Facilities and Activities Ashore
- 12000 Series - Civilian Personnel
- 13000 Series - Aeronautical Management

The 13 major subject groups are subdivided into primary, secondary, and sometimes tertiary breakdowns, as indicated in the following example.

- 4000 - Indicates the major subject group - Logistics
- 4400 - Indicates the primary breakdown - Supply Control
- 4440 - Indicates the secondary breakdown - Inventory Control
- 4441 - Indicates the tertiary breakdown - Allowances

DOCUMENT ORIGATION. Each office identifies the directives which it originates by the following:

1. The originator's abbreviation.
2. The type of directive.
3. The subject identification number.
4. A consecutive number, preceded by a decimal point (applies to instructions only).
5. A consecutive letter, indicating the revision.

The following example is an identifying symbol assigned to an instruction issued by the Office of the Secretary of the Navy.

SECNAV INSTRUCTION 5212.1A

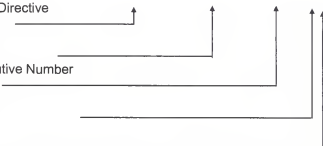
Originator

Type of Directive

Subject

Consecutive Number

Revision



Consecutive numbers are assigned to instructions having the same subject identification number to show the order of issuance. For example, the subject number of contract financing is 7800. An originating office would assign numbers to the first, second, and third instructions which it issues on contract financing as follows: 7810.1, 7810.2, and 7810.3, respectively. The number 7810.1A indicates the first revision of the instruction 7810.1.

Notices are not assigned consecutive numbers because of their one-time nature or brief duration.

The subject identification number assigned as the file number of a letter is not assigned a consecutive number.

The security classification of Confidential or Secret instructions and notices is indicated by prefixing the subject number by "C" for Confidential and by "S" for Secret.

FILES. File arrangement within any office depends upon the mission of the office and on the volume of its official correspondence. Normally, general correspondence is stored in metal file cabinets. This includes letters, speed letters, and memorandums received or originated by the office.

Folders are used to keep correspondence orderly in the files. The total number of folders and the appropriate primary, secondary or tertiary subject identification numbers, or the name-title symbols, to be used are determined by the volume of written matter in each category to be filed. There may be no need to establish any folders on some major series groups, while others may require several folders broken down to primary, secondary, or tertiary numbers. The subject identification numbers or name-title symbols should be printed on each folder.

The subject identification number placed on the correspondence by the originator assists in determining the correct folder in which to file the correspondence. This number, however, may not be appropriate for the particular office concerned, thereby requiring reclassifying. The proper method of classifying a document for the purpose of selecting the appropriate file is to read it carefully and analyze it, considering the following factors:

1. The most important, definite, or concrete subject mentioned.
2. The purpose or general significance of the document.
3. The manner in which similar documents are requested by users of the files.
4. The subject identification code under which previous documents of a similar nature are filed.

Directives are not placed in the general correspondence files except when copies of instructions and notices are attached to or interfiled in such files when needed to complete a record or document. Instructions are filed in standard three-ring binders and are arranged as follows:

1. In numerical order of subject identification number.
2. By the originating office within each subject identification number.
3. By consecutive number (suffix number) for each originating office.

Notices ordinarily need not be filed because of their brief duration. In cases in which the recipient believes it necessary to file some notices temporarily, they may be interfiled with instructions.

Messages are filed by date/time group number. Normally, two files are maintained--one containing incoming messages and the other outgoing messages.

DISPOSITION OF CORRESPONDENCE AND RECORDS

Retention of obsolete and inactive correspondence and records is costly. Such correspondence and records should be destroyed or transferred in accordance with approved records disposal instructions. If this is not performed periodically, the volume of file space required becomes excessive and the files become inefficient.

The destruction of records is governed by law which requires authorization by proper authority. The authority for destruction of Navy records is contained in SECNAVINST 5215.5, Disposal of Navy and Marine Corps Records.

The provisions of SECNAVINST 5215.5 are normally amplified by the issuance of local instructions outlining the procedures as they apply locally.

LOCAL DISPOSITION. Not all materials in the files have a record characteristic. In fact, most print matter in general files fall in the category of non-record material. This includes documents that are copies of those filed in the ship's office or station administrative department or material accumulated in the process of producing records, but which never acquire a record characteristic themselves.

SECNAVINST 5212.5 (Part II for shore stations and Part III for ships) contains the retention standard for naval records. Record materials are listed by broad subject and the retention period is furnished. Non-record material may be destroyed locally as soon as it has served its purpose. Records material may be destroyed upon completion of the retention period.

Unclassified records or non-records materials authorized for destruction may be placed in wastebaskets and disposed of in the normal manner for trash. Classified matter authorized for

destruction should be destroyed by burning in the presence of two designated witnesses. All persons witnessing the destruction of classified material must have security clearances at least as high as the category of material being destroyed. Classified matter may also be destroyed by pulping, provided destruction of the classified material is complete and reconstruction impossible.

NAVY DIRECTIVES. Navy directives are issued in accordance with the Department of the Navy Directives Issuance System, SECNAVINST 5215.1, which sets forth the policies, responsibilities, and standards for the administration of the Navy Directives System.

PURPOSES. Use of a single Navy-wide numbering system for directives enables each naval activity receiving directives to:

1. Group directives by subject and combine related subjects.
2. Distinguish between directives of a continuing nature and those of a brief duration.
3. Obtain complete sets of instructions upon activation or commissioning.
4. Determine, by use of periodic checklists, the current status and completeness of its set of directives.
5. Determine, by use of subject indexes, what directives are in effect on a subject.
6. File directives and describe them as references by one easy method.
7. Use the same numbering system for correspondence files as for directives.

CRITERIA. A document shall be issued in the directives system when it meets one or more of the following criteria:

1. Regulates or is essential to effective administration.
2. Establishes policy.
3. Delegates authority.
4. Assigns responsibility.
5. Establishes an organizational structure.

TYPES. The directives system provides for two types of directives.

1. INSTRUCTION

- a. For information of a continuous reference value or requiring continuous action.
- b. Remains in effect until canceled by the originator or is superseded.

2. NOTICE.

- a. For information of a one time or temporary nature.
- b. Self-canceling, usually remains in effect for less than six months, but not more than one year.

CHANGE TRANSMITTAL. The medium used to transmit changes to an instruction, or under extenuating circumstances, a notice.

Each transmittal describes the nature of the changes it transmits and gives directions for making them.

TYPES.

1. **PEN AND INK CHANGES** - For correcting a word or sentence. A pen change will not be issued when the time required for all changes on a single sheet (two sides) of paper would exceed that required to remove a superseded sheet and insert a new one.
2. **PAGE CHANGES** - Replaces entire pages. Usually preferred over a pen and ink change.

Who is the mythical God of the sea? KING NEPTUNE

*"Watch for polite and casual hints from
your boss on your performance."*

From the book: **Successful Leadership Today**

CHAPTER 22

SECURITY

All information or material that is considered vital to the safety of the United States is given a security classification. Each security classification indicates the amount of protection the information and material requires to safeguard it against unauthorized disclosure. The three security classifications are TOP SECRET, SECRET, and CONFIDENTIAL.

TOP SECRET. This classification applies to defense information or material requiring the highest degree of protection. The unauthorized disclosure of top secret information could result in exceptionally grave damage to the United States and its allies.

SECRET. This classification is given to information or material which is less vital to our security than top secret. Serious damage to the United States and its allies could result in the unauthorized disclosure of secret information.

CONFIDENTIAL. Confidential is the security classification given to information or material that is disclosed to unauthorized persons could cause identifiable damage to the nation's security.

FOR OFFICIAL USE ONLY (FOUO). FOUO is not a security classification. It means that only those persons whose official duty requires access to this information should view the information. This includes such items as the Plan of the Day, logs, records, personnel records, etc.

SECURITY AREAS

Spaces that contain classified material are known as security areas. These areas have varying degrees of restriction of access and control of movement, depending on the nature of the work, information, or materials concerned. There are three levels of security areas:

LEVEL 3: (Formerly called EXCLUSION AREA) This type area contains classified information of such nature that merely being in the area constitutes access to the information. Level 3 areas require the strictest control of access. All entrances and exits

are guarded or secured, and a system of positive identification of personnel is required.

LEVEL 2: (Formerly called LIMITED AREA). This area is one in which uncontrolled movement of personnel would permit access to classified information. Access to the information may be prevented, however, by escort and other internal controls. Entrances and exits are guarded or controlled by attendants who check personal identification.

LEVEL 1: (Formerly called CONTROLLED AREA). This type area serves as a buffer zone to provide administrative control, safety, and protection for other areas. Uncontrolled movement may or may not permit access to a security interest or asset.

So that their relative sensitivity may not be outwardly determined, these areas are not marked as such. Each of these areas is clearly marked "Restricted Area."

OPERATIONAL SECURITY. Operational security (OPSEC) are measures taken to prevent an enemy, or possible enemy, from obtaining operational information. There are four parts of OPSEC designed to prevent the enemy from collecting bits and pieces of information.

COMMUNICATIONS SECURITY. Includes communications by teletype, radio, mail, other communications methods

OPERATIONAL INFORMATION. Includes equipment (movement), maps, photographs, and plans, ship and air squadron movements.

ELECTRONIC SECURITY. Includes radar, sonar, Identification, Friend or Foe (IFF), and any non-communications methods.

PHYSICAL SECURITY. The guarding of classified areas and spaces against unlawful entry & sabotage.

"Less challenging work means less rewards."
From the book: **Successful Leadership Today**

SECURITY CONTAINERS

Combinations to security containers must be changed when:

1. First installed.
2. An individual with combination no longer has or requires access.
3. When combination has been compromised.
4. When container is found open and unattended.
5. When none of the above apply, all combinations must be changed once a year.

PERSONAL SECURITY INVESTIGATIONS

DEFINITION. An official inquiry into an individual's activities and background to develop information regarding loyalty, trustworthiness, and reliability. All DOD investigations are performed by the Defense Investigative Service (DIS).

TYPES OF INVESTIGATIONS

1. NATIONAL AGENCY CHECK (NAC).

- a. Initial investigation of records and files of FBI, DIS, and Naval Criminal Investigative Service (NCIS). This is preceded by the initiation of an entrance NAC (ENTNAC).
- b. Check with the Civil Service Commission, Immigration and Naturalization Service, etc.
- c. Check with other armed services.
- d. Grants a clearance up to and including SECRET.

2. BACKGROUND INVESTIGATION (BI).

A thorough check of all records including:

- a. NAC
- b. Birth records
- c. Education
- d. Employment/references/neighbors (conducted by a field investigator)
- e. Criminal records
- f. Foreign connections
- g. Citizenship
- h. Credit
- i. Personal interview
- j. Grants a clearance up to and including TOP SECRET.

3. SPECIAL BACKGROUND INVESTIGATION (SBI).

- a. Similar to a BI, but is much more detailed making it the most exhaustive of all security investigations conducted by the DIS.
- b. Grants clearances to special classification categories.

INFORMATION A Periodic Reinvestigation (PR) is conducted every five years for intelligence and other top security billets.

All investigations include a field investigation except a NAC.

DEFINITION. Definition of security clearance: An administrative determination that an individual is eligible for access to classified information. A clearance DOES NOT automatically guarantee access authorization.

TYPE CLEARANCES

1. **INTERIM.** Granted to individuals pending the completion of a formal investigation and prior to being granted a final clearance. MAXIMUM DURATION OF SIX MONTHS.

2. **FINAL.** Granted to an individual upon completion of the formal investigation.

<u>CLEARANCE LEVEL</u>	<u>INTERIM</u>	<u>FINAL</u>
CONFIDENTIAL	SCREEN OF LOCAL RECORDS	COMPLETED NAC
SECRET	SCREEN OF DEFENSE CENTRAL INDEX OF INVESTIGATIONS (DCII) FILES	COMPLETED NAC
TOP SECRET	COMPLETED NAC	COMPLETED BI

"Don't TACKLE your work, CONQUER it."
 From the Book: **Successful Leadership Today**

ACCESS TO CLASSIFIED INFORMATION

All of the below prerequisites are required to be fulfilled to be granted access to classified material. Access cannot be granted unless all three of the criteria are maintained.

1. Appropriate Clearance
2. "Need to Know"
3. Commanding Officer's Approval

The rate of Chief Petty Officer was established in the Navy in what year? 1894

"Having a voice in the decision stimulates the action."

From the book: **Successful Leadership Today**

"Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young." HENRY FORD

From the book: **Successful Leadership Today**

CHAPTER 23

WATCH, QUARTER, AND STATION BILL

For any ship to carry out its assigned missions and tasks, it must have an administrative organization wherein every person is assigned one or more tasks.

BATTLE BILL. The ship's organized plan for action is contained in the battle bill, which is based upon the organization manual and other pertinent publications and directives. Included in the battle bill are lists of stations that must be manned during battle and at other specified times.

WATCH, QUARTER, AND STATION BILL. Using the organization manual and the battle bill as references, each division is responsible for assigning personnel in the division to the stations, and for entering their names on the watch, quarter, and station bill. This bill displays in one place, the duties for each person in the division under various emergency and watch conditions.

BATTLE STATIONS. Under "battle stations," CONDITION I is general quarters, when all battle stations are manned, usually when surface or air action is imminent. Condition I is sometimes modified to permit a few persons at a time to rest on station or to permit designated personnel to draw rations for delivery to battle stations (Condition 1E).

CONDITION II is a special watch used by gunfire support ships for situations such as extended periods of shore bombardment.

CONDITION III is the normal wartime cruising watch. Normally, when cruising under Condition III, the ship's company stands watch on a regular rotation watch section basis.

SELF-DEFENSE FORCE. Assignments to the self-defense force vary according to ship type. The purpose of the self-defense force is to provide a capability for reacting to emergency security situations aboard ship and at pier side to protect the ship, its sensitive equipment, and the ship's personnel.

EMERGENCY GETTING UNDERWAY. This column is for use in port when most of the crew is ashore and the ship must get underway before personnel can be recalled.

WATCH DETAIL. Under "watch detail" the LEFT COLUMN is for normal peacetime cruising, or CONDITION IV. The number of watch sections depends on the type of ship and the number of personnel aboard.

The RIGHT COLUMN lists the type of watch personnel will stand in port (CONDITION V). The time of the watch is posted on a separate in-port watch list.

SPECIAL SEA DETAIL. The "special sea detail" is manned whenever the ship leaves or enters port. Because of the critical nature of mooring or anchoring, getting underway, and maneuvering in restricted waters, only the most experienced persons are assigned to these details.

OTHER ASSIGNMENTS. The remaining columns of the watch, quarter, and station bill, except the last one, are for assignments to the ship's emergency bills (fire, rescue and assistance, collision, abandon ship, and man overboard). The last column is for assignments to such miscellaneous details as mess cooking, MAA duty, and side boys.

"Be just and fear not." WILLIAM SHAKESPEARE
From the book: **Successful Leadership Today**

What Navy document contains the names of persons suffering minor complaints which preclude their employment on strenuous duty." BINNACLE LIST

*"Honesty is the personal trait
most favored by others."*
From the book: **Successful Leadership Today**

WATCH, QUARTER & STATION BILL

COMPT A-303-L

DIVISION FIRST

SECTION FIRST

NOV 7/14/14

BUCKET	NAME	BAR NO	BAR LTR	DATE	CLASS	MILE STATIONS	SET	ENGINE	WATCH	SPECIAL	FIRE	ENGINE BASSIST	COLL-	ARMED	BAR	SPECIAL
1101	King, K.R.	10			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1102	King, K.R.	11			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1103	King, K.R.	12			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1104	King, K.R.	13			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1105	King, K.R.	14			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1106	King, K.R.	15			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1107	King, K.R.	16			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1108	King, K.R.	17			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1109	King, K.R.	18			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1110	King, K.R.	19			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1111	King, K.R.	20			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
1112	King, K.R.	21			BR/BRAC	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000

CHAPTER 24

TYPES OF TOUR DUTY

TYPE 1 SHORE DUTY Duty performed in the Continental United States (CONUS) at land-based activities for a period of 18 or more months. (SHORE DUTY CREDIT)

TYPE 2 SEA DUTY Also called "arduous sea duty." Duty performed in commissioned, active duty ships, homeported in CONUS, which operate away from permanent homeport for extended periods.(SEA DUTY CREDIT)

TYPE 3 OVERSEAS SHORE DUTY Duty performed in overseas land-based activities, including Hawaii and Alaska, at locations where prescribed tour length is less than 36 months. (SEA DUTY CREDIT)

TYPE 4 NONROTATED SEA DUTY Duty performed in commissioned active duty ships homeported outside CONUS, or performed in activities which operate away from overseas homeports for extensive periods. (SEA DUTY CREDIT)

TYPE 5 NEUTRAL DUTY Duty in activities which would normally be designated as shore duty for rotational purposes, but where assigned personnel are absent from the geographic command location in line of duty. This includes schools less than 18 months long. NEUTRAL DUTY CREDIT (Being phased out)

TYPE 6 PREFERRED OVERSEAS SHORE DUTY Duty performed in specified overseas land-base activities (outside CONUS) that have suitable dependent accommodations. Tours are normally at least 36 months. (SHORE DUTY CREDIT)

CHAPTER 25

TYPES OF DISCHARGES

There are five types of discharges from naval service.

HONORABLE DISCHARGE. To receive an honorable discharge, a person's service to the Navy must have been from good to excellent. A final overall average mark must not be lower than 2.7, and an average conduct mark must be not less than 3.0. A person that normally would be eligible for a general discharge may receive an honorable discharge if that person is being separated because of a disability incurred in the line of duty, or if that person received any awards for gallantry in action, heroism, or other meritorious service.

GENERAL (UNDER HONORABLE CONDITIONS) DISCHARGE. A general discharge is a separation from the service, under honorable conditions, of a person whose military record is not sufficiently meritorious to deserve an honorable discharge. There is only one honorable discharge. A general discharge indicates satisfactory service but not to the established standard of the Navy.

OTHER THAN HONORABLE (OTH) DISCHARGE. A discharge under other than honorable conditions may be issued for misconduct or security reasons.

BAD CONDUCT DISCHARGE (BCD). A bad conduct discharge is a separation from the service under conditions other than honorable. A bad conduct discharge may be given only by approved sentence of a general or a special Court-Martial.

DISHONORABLE DISCHARGE (DD). A dishonorable discharge is a separation from the service under dishonorable conditions. A dishonorable discharge may be given only by a general Court-Martial and is appropriate for serious offenses calling for dishonorable separation as part of the punishment.

"Want to get ahead? Plan ahead."

From the book: **Successful Leadership Today**

CHAPTER 26

UNIFORM CODE OF MILITARY JUSTICE

The punitive articles of the UCMJ are those numbered 77 through 134. As a quick reference, these article titles are listed below:

- ARTICLE 77 - PRINCIPALS (who can be charged)
- ARTICLE 78 - ACCESSORY AFTER THE FACT
- ARTICLE 79 - CONVICTION OF LESSER INCLUDED
OFFENSE
- ARTICLE 80 - ATTEMPTS
- ARTICLE 81 - CONSPIRACY
- ARTICLE 82 - SOLICITATION
- ARTICLE 83 - FRAUDULENT ENLISTMENT, APPOINTMENT,
OR SEPARATION
- ARTICLE 84 - UNLAWFUL ENLISTMENT, APPOINTMENT, OR
SEPARATION
- ARTICLE 85 - DESERTION
- ARTICLE 86 - ABSENCE WITHOUT LEAVE
- ARTICLE 87 - MISSING MOVEMENT
- ARTICLE 88 - CONTEMPT TOWARD OFFICIALS
- ARTICLE 89 - DISRESPECT TOWARD SUPERIOR
COMMISSIONED OFFICER
- ARTICLE 90 - ASSAULTING OR WILLFULLY DISOBEYING
SUPERIOR COMMISSIONED OFFICER
- ARTICLE 91 - INSUBORDINATE CONDUCT TOWARD
OFFICER, OR PETTY OFFICER WARRANT
OFFICER, NONCOMMISSIONED
- ARTICLE 92 - FAILURE TO OBEY ORDER OR REGULATION
- ARTICLE 93 - CRUELTY AND MALTREATMENT
- ARTICLE 94 - MUTINY OR SEDITION
- ARTICLE 95 - RESISTANCE, BREACH OF ARREST, AND
ESCAPE
- ARTICLE 96 - RELEASING PRISONER WITHOUT PROPER
AUTHORITY
- ARTICLE 97 - UNLAWFUL DETENTION
- ARTICLE 98 - NONCOMPLIANCE WITH PROCEDURAL
RULES
- ARTICLE 99 - MISBEHAVIOR BEFORE THE ENEMY
- ARTICLE 100 - SUBORDINATE COMPELLING SURRENDER
- ARTICLE 101 - IMPROPER USE OF COUNTER SIGN
- ARTICLE 102 - FORCING A SAFEGUARD

ARTICLE 103 - CAPTURED OR ABANDONED PROPERTY
ARTICLE 104 - AIDING THE ENEMY
ARTICLE 105 - MISCONDUCT AS PRISONER
ARTICLE 106 - SPIES
ARTICLE 107 - FALSE OFFICIAL STATEMENTS
ARTICLE 108 - MILITARY PROPERTY OF THE UNITED STATES -- LOSS, DAMAGE, DESTRUCTION, OR WRONGFUL DISPOSITION
ARTICLE 109 - PROPERTY OTHER THAN MILITARY PROPERTY OF UNITED STATES--WASTE, SPOILAGE, OR DESTRUCTION
ARTICLE 110 - IMPROPER HAZARDING OF VESSEL
ARTICLE 111 - DRUNKEN OR RECKLESS DRIVING
ARTICLE 112 - DRUNK ON DUTY
ARTICLE 113 - MISBEHAVIOR OF SENTINEL
ARTICLE 114 - DUELING
ARTICLE 115 - MALINGERING
ARTICLE 116 - RIOT OR BREACH OF PEACE
ARTICLE 117 - PROVOKING SPEECHES OR GESTURES
ARTICLE 118 - MURDER
ARTICLE 119 - MANSLAUGHTER
ARTICLE 120 - RAPE AND CARNAL KNOWLEDGE
ARTICLE 121 - LARCENY AND WRONGFUL APPROPRIATION
ARTICLE 122 - ROBBERY
ARTICLE 123 - FORGERY
ARTICLE 123a- MAKING, DRAWING, OR UTTERING CHECK, DRAFT, OR ORDER WITHOUT SUFFICIENT FUNDS
ARTICLE 124 - MAIMING
ARTICLE 125 - SODOMY
ARTICLE 126 - ARSON
ARTICLE 127 - EXTORTION
ARTICLE 128 - ASSAULT
ARTICLE 129 - BURGLARY
ARTICLE 130 - HOUSEBREAKING
ARTICLE 131 - PERJURY
ARTICLE 132 - FRAUDS AGAINST THE UNITED STATES
ARTICLE 133 - CONDUCT UNBECOMING AN OFFICER AND A GENTLEMAN
ARTICLE 134 - GENERAL ARTICLE (This article makes punishable acts or omissions not specifically mentioned in other articles the UCMJ.)

	Admonition or reprimand	Any officer commanding, LCDR and above	Commanding officers below LCDR, OMC's, any grade
		Yes	Yes
□	Confinement on B&W or diminished rations	3 consecutive days (only on E-3 and below, aboard ship) -JAG Man. 0101-	3 consecutive days (only on E-3 and below, aboard ship) -JAG Man. 0101-
+	Correctional custody	30 consecutive days (only on E-3 and below) -JAG Man. 0101-	7 consecutive days (only on E-3 and below) -JAG Man. 0101-
-	Forfeiture of pay	1/2 of 1 mo. pay per mo. for 2 mo.	7 days' pay
u	Reduction in grade	To next inferior grade -JAG Man. 0101-	To next inferior grade
	Extra duty	45 days	14 days
	Restriction	60 days	14 days
	Detention of pay	1/2 of 1 mo. pay per mo. for 3 mo.	14 days' pay

**Maximum Enlisted Punishments Authorized by Art. 15,
UCMJ**

CHAPTER 27

COURTS-MARTIAL

The Uniform Code of Military Justice (Article 16) identifies three types of Courts-Martial.

1. SUMMARY COURT-MARTIAL (SCM)

- Consists of one commissioned officer.
- SENTENCE AWARD. Any sentence that may be given at captain's mast, and the additional punishments of confinement for 1 month, and hard labor without confinement for 45 days.
- A person awarded a summary Court-Martial has the right to refuse such trial. A special or general Court-Martial will then be held, as appropriate.

2. SPECIAL COURT-MARTIAL (SPCM)

- Consists of not less than 3 members. The accused can request that enlisted personnel serve on the court. In that event, enlisted personnel make up at least one-third of the court membership.
- SENTENCE AWARD. Any sentence that may be given at a summary court martial, and additional punishments such as a bad conduct discharge, confinement for up to 6 months, loss of two-thirds pay per month for 6 months, and hard labor without confinement for up to 3 months.

3. GENERAL COURT-MARTIAL (GCM)

- Consists of a military judge and not less than 5 members. As in a special Court-Martial, the accused may request that enlisted personnel serve on the court.
- SENTENCE AWARD. A general Court-Martial can award any punishment not forbidden by the UCMJ, including death when authorized for the offense.

"What makes greatness is starting something that lives after you." RALPH W. SOCKMAN
From the book: **Successful Leadership Today**

CHAPTER 28

CODE OF CONDUCT

Any military person who is captured by enemy or unfriendly forces must be guided by the Code of Conduct.

ARTICLE 1

I am an American, fighting in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

ARTICLE 2

I will never surrender of my own free will. If in command, I will never surrender the members of my command while they still have the means to resist.

ARTICLE 3

If I am captured I will continue to resist, by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

ARTICLE 4

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action that might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

ARTICLE 5

When questioned, should I become a prisoner of war, I am required to give name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

ARTICLE 6

I will never forget that I am an American, fighting for freedom, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

CHAPTER 29

GENERAL ORDERS OF SENTRIES

1. To take charge of this post and all government property in view.
2. To walk my post in a military manner, keeping always on the alert, and observing everything that takes place within sight or hearing.
3. To report all violations of orders I am instructed to enforce.
4. To repeat all calls from posts more distant from the guard house than my own.
5. To quit my post only when properly relieved.
6. To receive, obey, and pass on to the sentry who relieves me all orders from the commanding officer, command duty officer, officer of the deck, and officers and petty officers of the watch only.
7. To talk to no one except in line of duty.
8. To give the alarm in case of fire or disorder.
9. To call the officer of the deck in any case not covered by instructions.
10. To salute all officers, and all colors and standards not cased.
11. To be especially watchful at night, and, during the time for challenging, to challenge all persons on or near my post and to allow no one to pass without proper authority.

"Every man loves what he is good at."

THOMAS SHADWELL

From the book: **Successful Leadership Today**

CHAPTER 30

NAVY SHIPS

SHIP CLASSIFICATIONS

The U.S. Navy has used letter symbols to identify the different types of ships since the 1920s. The following ship classifications are provided:

AD	Destroyer Tender
AE	Ammunition Ship
AFS	Combat Store Ship
AGSS	Auxiliary Research Submarine
AH	Hospital Ship
AOE	Fast Combat Support Ship
AOR	Replenishment Oiler
AR	Repair Ship
ARS	Salvage Ship
AS	Submarine Tender
ASR	Submarine Rescue Ship
ATF	Fleet Ocean Tug
BB	Battleship
CG	Guided Missile Cruiser
CGN	Guided Missile Cruiser (Nuclear)
CV	Multi-Purpose Aircraft Carrier
CVN	Multi-Purpose Aircraft Carrier (Nuclear)
DD	Destroyer
DDG	Guided Missile Destroyer
DSRV	Deep Submergence Rescue Vehicle
FF	Frigate
FFG	Guided Missile Frigate
LCC	Amphibious Command Ship
LCM	Landing Craft, Mechanized
LCU	Landing Craft, Utility
LCVP	Landing Craft, Vehicle Personnel
LHA	Amphibious Assault Ship/General Purpose Assault Ship
LHD	Multipurpose Assault Ship
LKA	Amphibious Cargo Ship
LPD	Amphibious Transport Dock
LPH	Amphibious Assault Ship (Helicopter)
LSD	Landing Ship, Dock
LST	Landing Ship, Tank

MCM	Mine Countermeasures Ship
MHC	Mine Hunter, Coastal
PB	Patrol Boat
PBR	Patrol Boat, River
PHM	Guided Missile Patrol Combatant (Hydrofoil)
SS	Submarine
SSBN	Submarine, Ballistic Missile (Nuclear)
SSN	Submarine (Nuclear)

BALLISTIC MISSILE SUBMARINES

OHIO CLASS (SSBN-726)

Displacement: 18,700 tons submerged

Length: 560 feet

Beam: 42 feet

Speed: 20-plus knots

Power Plant: 1 nuclear reactor, 2 geared turbines, 1 shaft

Armament: 24 tubes for Trident I and II missiles

4 torpedo tubes

Complement: 165

BENJAMIN FRANKLIN, LAFAYETTE, AND JAMES MADISON CLASS

Displacement: 18,700 tons submerged

Length: 425 feet

Beam: 33 feet

Speed: 20-plus knots

Power Plant: 1 nuclear reactor, 2 geared turbines, 1 shaft

Armament: 16 tubes for Poseidon or Trident I Missiles,

4 torpedo tubes

Complement: 139

ATTACK SUBMARINES

SEAWOLF CLASS (SSN-21)

The SSN 21-class submarine is designed to be a quiet, fast and well-armed submarine with advanced sensors. It is designed to be capable of deploying to forward ocean areas to search out and destroy enemy submarines and surface ships and attack land targets. The many new features of this submarine represent a dramatic improvement over earlier designs.

LOS ANGELES CLASS (SSN-688)

Displacement: 6,900 tons submerged
Length: 360 feet
Beam: 33 feet
Speed: 20-plus knots
Power Plant: 1 nuclear reactor, 2 geared turbines, 1 shaft
Armament: Harpoon and Tomahawk Missiles, MK-48 Torpedoes,
with 4 torpedo tubes
Complement: 142

STURGEON CLASS (SSN-637)

Displacement: 4,640 tons submerged
Length: 292 feet
Beam: 32 feet
Speed: 20-plus knots
Power Plant: 1 nuclear reactor, 2 steam turbines, 1 shaft
Armament: Harpoons, Tomahawks, Torpedoes (4 tubes)
Complement: 140

AIRCRAFT CARRIERS

NIMITZ CLASS (CVN-68)

Displacement: 92,000-97,000 tons (full load)
Length: 1,040 feet
Beam: 134 feet
Flight Deck Width: 252 feet
Speed: 30-plus knots
Power Plant: 2 nuclear reactors, 4 geared steam turbines, 4
shafts
Aircraft: 85
Armament: Sea Sparrow Missiles, Phalanx Close-In Weapons
Systems (3 on CVN-68/69) (4 on CVN-70-75)
Complement: 3,200 ship's company, 2,480 air wing

ENTERPRISE CLASS (CVN-65)

Displacement: 89,600 tons (full load)
Length: 1,040 feet
Beam: 133 feet
Flight Deck Width: 252 feet
Speed: 30-plus knots
Power Plant: 8 nuclear reactors, 4 geared steam turbines, 4
shafts
Aircraft: 85
Armament: Sea Sparrow Missiles

3 Phalanx Close-In Weapons Systems
Complement: 3,350 ship's company, 2,480 air wing

JOHN F. KENNEDY CLASS (CV-67)

Displacement: 82,000 tons (full load)

Length: 1,052 feet

Beam: 130 feet

Flight Deck Width: 252 feet

Speed: 30-plus knots

Power Plant: 8 boilers, 4 geared steam turbines, 4 shafts,
280,000 shaft horsepower

Aircraft: 85

Armament: Sea Sparrow Missiles

3 Phalanx Close-In Weapons Systems

Complement: 3,117 ship's company, 2,480 air wing

CRUISERS

TICONDEROGA CLASS (CG-47)

Displacement: 9,600 tons (full load)

Length: 567 feet

Beam: 55 feet

Speed: 30-plus knots

Power Plant: 4 gas turbines, 2 shafts,
80,000 shaft horsepower total

Aircraft: 2 SH-60 (LAMPS III)

Armament: Standard Missile (MR); Anti-Submarine Rocket
(ASROC); Tomahawk ASM/LAM; 6 MK-46 Torpedoes (2-triple
tube mounts); 2 5-inch/54 caliber MK-45 lightweight guns; 2
Phalanx Close-In Weapon Systems.

Complement: 364 (24 officers, 340 enlisted)

VIRGINIA CLASS (CGN-38)

Displacement: 11,000 tons (full load)

Length: 585 feet

Beam: 63 feet

Speed: 30-plus knots

Power Plant: 2 nuclear reactors, 2 geared turbines, 2 shafts

Aircraft: none

Armament: Standard Missile (MR); 8 Harpoons, 8 Tomahawks,
6 MK-46 Torpedoes, 2 5-inch/54 MK-45 lightweight guns; 2
Phalanx Close-In Weapon Systems

Complement: 578 (39 officers, 539 enlisted)

CALIFORNIA CLASS (CGN-36)

Displacement: 10,450 tons (full load)

Length: 596 feet

Beam: 61 feet

Speed: 30-plus knots

Power Plant: 2 nuclear reactors, 2 geared turbines, 2 shafts

Aircraft: none

Armament: Standard Missiles (MR), 8 Harpoons, ASROC

(MK-16 box launcher; 4 MK-46; 2 5-inch'54 caliber MK-45

lightweight guns; 2 Phalanx Close-In Weapon Systems

Complement: 584 (40 officers, 544 enlisted)

TRUXTUN CLASS (CGN-35)

Displacement: 9,127 tons (full load)

Length: 564 feet

Beam: 58 feet

Speed: 30-plus knots

Power Plant: 2 nuclear reactors, 2 geared steam turbines, 2 shafts

Aircraft: 1 SH-2 (LAMPS)

Armament: Standard Missile(ER), 8 Harpoons, ASROCs, 4 MK-46 Torpedoes, 1 5-inch'54 caliber lightweight gun; 2 Phalanx

Close-In Weapon Systems.

Complement: 567 (37 officers, 530 enlisted)

BAINBRIDGE CLASS (CGN-25)

Displacement: 8,590 tons (full load)

Length: 565 feet

Beam: 58 feet

Speed: 30-plus knots

Power Plant: 2 nuclear reactors, 2 geared turbines, 2 shafts

Aircraft: none

Armament: Standard Missiles (ER), 8 Harpoons, ASROCs,

6 Mk-46 Torpedoes, 2 Phalanx Close-In Weapon Systems

Complement: 558 (42 officer, 516 enlisted)

LONG BEACH CLASS (CGN-9)

Displacement 17,525 tons (full load)

Length: 721 feet

Beam: 73 feet

Speed: 30-plus knots

Power Plant: 2 nuclear reactors, 2 geared turbines, 2 shafts

Aircraft: none

Armament: Standard Missiles (ER), 8 Harpoons, 8 Tomahawks, ASROCs, 6 MK-46 Torpedoes, 2 5-inch 38 caliber guns, 2 Phalanx Close-In Weapon Systems

Complement: 825 (55 officer, 770 enlisted)

BELKNAP CLASS (CG-26)

Displacement: 7,930 tons (full load)

Length: 547 feet

Beam: 55 feet

Speed: 32 knots

Power Plant: 4-1200 psi boilers, 2 geared turbines, 2 shafts, 85,000 shaft horsepower

Aircraft: 1 SH-2F(LAMPS);(CG-26 SH-3)

Armament: Standard Missile (ER), 8 Harpoons, ASROCs, 6 MK-46 Torpedoes, 1 5-inch'54 caliber MK-42 gun, 2 Phalanx Close-In Weapon Systems

Complement: 477 (27 officer, 450 enlisted)

"LEADERSHIP: The 3 fundamental desires of a person are:

- 1) BE UNDERSTOOD*
 - 2) BE ACCEPTED*
 - 3) BE RECOGNIZED FOR ACCOMPLISHMENTS*
- Integrate these fundamentals into your daily leadership practices."*

From the book: **Successful Leadership Today**

The origin or a commission pennant on a Navy ship dates back to what century? 17TH CENTURY

DESTROYERS

ARLEIGH BURKE CLASS (DDG-51)

Displacement: 8,300 tons (full load)

Length: 466 feet

Beam: 59 feet

Speed: 31 knots

Power Plant: 4 gas turbines, 2 shafts, 100,000 total shaft horsepower.

Aircraft: None

Armament: Standard Missiles, Harpoons, Tomahawks,

ASROC's, 6 MK-46 Torpedoes, 1 5-inch/54 caliber MK-45, 2

Phalanx Close-In Weapon Systems

Complement: 323 (23 officer, 300 enlisted)

KIDD (DDG-993) and SPRUANCE (DD-963) CLASS

Displacement:

KIDD - 8,300 tons (full load), SPRUANCE - 7,865 tons (full load)

Length: 563 feet

Beam: 55 feet

Speed: 33 knots

Power Plant: 4 gas turbines, 2 shafts, 80,000 shaft horsepower

Aircraft:

KIDD - 1 SH-2F (LAMPS)

SPRUANCE - 2 SH-60 (LAMPS III)

Armament: 8 Harpoons, Tomahawks, ASROC's, 6 MK-46 Torpedoes

2 Phalanx Close-In Weapon Systems

KIDD - Standard Missiles

SPRUANCE - Sea Sparrow AAW Missiles

Complement:

KIDD - 339 (21 officer, 318 enlisted)

SPRUANCE - 334 (20 officer, 314 enlisted)

HYDROFOILS

Displacement: 255 tons (full load)

Length: 133 feet (foils extended)

145 feet (foils retracted)

Beam: 28 feet

Speed: foilborne - 40-plus knots

hullborne - 12 knots

Power Plant:

Foilborne - 1 gas turbine, 18,000 shaft horsepower, waterjet propulsion units.
Hullborne - 2 diesels, 1,600 brake horsepower, waterjet propulsion units
Armament: 8 Harpoon Missiles, 1 76mm gun
Complement: 25

AMPHIBIOUS TRANSPORT DOCK

AUSTIN CLASS (LPD-4)

Displacement: 17,000 tons (full load)
Length: 570 feet
Beam: 84 feet
Speed: 21 knots
Power Plant: 2 boilers, 2 steam turbines, 2 shafts, 24,000 shaft horsepower
Aircraft: Up to 6 CH-46 Sea Knight helicopters
Armament: 1 or 2 twin 3-inch/50 caliber guns, 2 Phalanx Close-In Weapon Systems
Complement: 425 ship's company 900 troops

RALEIGH CLASS (LPD-1)

Displacement: 13,600 tons (full load)
Length: 522 feet
Beam: 84 feet
Speed: 21 knots
Power Plant: 2 boilers, 2 steam turbines, 2 shafts, 24,000 shaft horsepower
Aircraft: landing only
Armament: 6 3-inch/50 caliber guns
Complement: 429 ship's company
930 troops

AMPHIBIOUS ASSAULT SHIPS

WASP CLASS (LHD-1)

Displacement: 40,500 tons (full load)
Length: 844 feet
Beam: 106 feet
Speed: 22-plus knots
Power Plant: 2 boilers, 2 geared turbines, 2 shafts, 70,000 total shaft horsepower

Aircraft: Assault: 45 CH-46 Sea Knights 20 AV-8B Harrier 6 ASW Helicopters
Landing Craft: 3 LCAC
Armament: 2 8-cell Sea Sparrow launchers, 8 50-caliber machine guns, 3 Phalanx Close-In Weapon Systems
Complement: 1,081 ship's company (98 officer, 983 enlisted), 1,875 troops

TARAWA CLASS (LHA-1)

Displacement: 39,400 tons (full load)
Length: 833 feet
Beam: 106 feet
Speed: 24 knots
Power Plant: 2 boilers, 2 geared turbines, 2 shafts, 70,000 total shaft horsepower
Aircraft: 9 CH-53 Sea Stallion, 12 CH-46 Sea Knight, 10 AV-8B Harrier (LHA 2-5)
Armament: 2 8-cell NATO Sea Sparrow, 3 5-inch/54 caliber MK-45 lightweight guns, 1 Phalanx Close-In Weapon System, 6 20mm MK-67 single barrel AA guns
Complement: 940 ship's company (58 officer, 882 enlisted), 1,900-plus troops

IWO JIMA CLASS (LPH-2)

Displacement: 18,000 tons (full load)
Length: 602 feet
Beam: 84 feet
Flight Deck Width: 104 feet
Speed: 23 knots
Power Plant: 2 boilers, 1 geared turbine, 1 shaft, 22,000 total shaft horsepower
Aircraft: 11 CH-53 Sea Stallions 20 CH-46 Sea Knights
Armament: 2 8-cell NATO Sea Sparrow Launchers, 4 3-inch/50 caliber machine guns 2 Phalanx Close-In Weapon Systems
Complement: 685 (47 officer, 638 enlisted), 2000 Troops

LANDING CRAFT AIR CUSHION

The landing craft air cushion (LCAC) is a fully amphibious air cushion vehicle capable of operating from ship's well decks. Their mission is the transport of weapons systems, equipment, cargo and personnel of the assault elements of the Marine Air/Ground Task Force both from ship to shore and across the beach.

Displacement: 200 tons (full load)

Length: 88 feet

Beam: 47 feet

Speed: 40-plus knots with payload

Cargo Capacity: 60-75 tons

Power Plant: 4 gas turbines, 12,280 bhp, 2 shrouded reversible-pitch propellers, 4 double-entry fans for lift

Armament: 2 M-60 MG

Range: 200 miles at 40 knots with payload

Complement: 5

DOCK LANDING SHIPS

WHIDBEY ISLAND CLASS (LSD-41)

Displacement: 15,700 tons (full load)

Length: 609 feet

Beam: 84 feet

Speed: 20-plus knots

Power Plant: 4 16-cylinder diesels, 2 shafts, 33,600 shaft horsepower

Landing Craft: 4 LCAC (Landing Craft Air Cushion)

Armament: 2 25mm machine guns, 2 Phalanx Close-In Weapon Systems

Complement: 342 ship's company (21 officer, 321 enlisted), 500 troops

ANCHORAGE CLASS (LSD-36)

Displacement: 14,000 tons (full load)

Length: 553 feet

Beam: 85 feet

Speed: 22 knots

Power Plant: 2 600-psi boilers, 2 geared turbines, 2 shafts, 24,000 total shaft horsepower

Landing Craft: 3 LCAC, or 3 LCUs, or 9 LCMs, or 52 AAV/LVTP-7 amphibious tractor

Armament: 4 3-inch/50 cal MK-33 AA guns, 2 Phalanx Close-In Weapon Systems

Complement: 358 (18 officer, 340 enlisted) 330 troops

LANDING SHIP TANKS

NEWPORT CLASS (LST-1179)

Displacement: 8,450 tons (full load)

Length: 522 feet

Beam: 69 feet

Speed: 20 knots

Power Plant: 6 diesels, 2 shafts, 16,000 brake horsepower

Armament: 4 3-inch/50 caliber guns, Phalanx Close-In Weapon Systems

Complement: 290 ship's company, 400 troops

AMPHIBIOUS COMMAND SHIP

BLUE RIDGE CLASS (LCC-19)

Displacement: 19,000 tons (full load)

Length: 620 feet

Beam: 82 feet

Speed: 23 knots

Power Plant: 2 boilers, 1 geared turbine, 1 shaft, 22,000 horsepower

Aircraft: Utility helicopter can be carrier

Complement: 720 (40 officer, 680 enlisted)

MINE COUNTER MEASURES SHIPS

AVENGER CLASS (MCM-1)

Displacement: 1,312 tons (full load)

Length: 224 feet

Beam: 39 feet

Speed: 13.5 knots

Power Plant: 4 Aluminum block diesels, 2 shafts, 2,280-2,600 bhp

Armament: Mine Neutralization System

Complement: 74 (6 officer, 68 enlisted)

OSPREY CLASS (MHC-51)

A total of 17 MHCs are planned

Displacement: 840 tons (full load)

Length: 188 feet

Beam: 36 feet

Speed: 15 knots

Power Plant: 2 Aluminum block diesels

Armament: 2 .50-caliber machine guns, Mine Neutralization System, and other countermeasures systems

Complement: 45 (4 officer, 41 enlisted)

FAST COMBAT SUPPORT SHIP

SACRAMENTO CLASS (AOE-1)

Displacement: 53,000 tons (full load)

Length: 793 feet

Beam: 107 feet

Speed: 26 knots

Power Plant: 4 boilers, geared turbines, 2 shafts, 100,000 shaft horsepower

Aircraft: 2 CH-46 Sea Knight helicopters

Armament: Sea Sparrow Missiles, 2 Phalanx Close-In Weapon Systems

Complement: 615

REPLENISHMENT OILERS

WICHITA CLASS (AOR-1)

Displacement: 38,100 tons (full load)

Length: 659 feet

Beam: 96 feet

Speed: 20 knots

Power Plant: 3 boilers, steam turbines, 2 shafts, 32,000 shaft horsepower

Aircraft: 2 CH-46 Sea Knight helicopters

Armament: 2 Phalanx Close-In Weapon Systems, Sea Sparrow Missiles

Complement: 460

*"Spread good news around.
Keep bad news under wraps."*

From the book: **Successful Leadership Today**

AMMUNITION SHIPS

KILAUEA CLASS (AE-26)

Displacement: 18,100 tons (full load)

Length: 564 feet

Beam: 81 feet

Speed: 20 knots

Power Plant: 3 boilers, geared turbines, 1 shaft, 22,000 shaft horsepower

Aircraft: 2 CH-46 Sea Knight helicopters

Armament: 4 3-inch/50-caliber guns, 2 Phalanx Close-In

Weapon Systems

Complement: 410

SURIBACHI (AE-21) AND NITRO (AE-23) CLASS

Displacement: 15,000 tons (full load)

Length: 512 feet

Beam: 72 feet

Speed: 20 knots

Power Plant: 2 boilers, geared turbines, 1 shaft, 16,000 shaft horsepower

Armament: 4 3-inch/50-caliber guns

Complement: 390

FLEET OILERS

CIMARRON CLASS (AO-177)

Displacement: 27,500 tons (full load)

Length: 592 feet

Beam: 88 feet

Speed: 20 knots

Power Plant: 2 boilers, 1 steam turbine, 1 shaft, 24,000 shaft horsepower

Armament: 2 Phalanx Close-In Weapon Systems

Complement: 215

ASHTABULA CLASS (AO-51)

Displacement: 34,750 tons (full load)

Length: 644 feet

Beam: 75 feet

Speed: 18 knots

Power Plant: Steam turbine, 4 boilers, 2 shafts, 13,500 shaft horsepower

Armament: 2 3-inch/50-caliber anti-aircraft weapons
Complement: 372

COMBAT STORES SHIPS

MARS CLASS (AFS-1)

Displacement: 16,000 tons (full load)
Length: 581 feet
Beam: 79 feet
Speed: 20 knots
Power Plant: 3 boilers, steam turbines, 1 shaft, 22,000 shaft horsepower
Aircraft: 2 UH-46 Sea Knight helicopters
Armament: 4 3-inch/50-caliber guns, 2 Phalanx Close-In Weapon Systems
Complement: 438

SUBMARINE TENDERS

L.Y. SPEAR AND EMORY S. LAND CLASSES

Displacement: 23,000 tons (full load)
Length: 644 feet
Beam: 85 feet
Speed: 20 knots
Power Plant: 2 boilers, steam turbines, 1 shaft
Armament: 2 40mm guns, 4 20mm guns
Complement: AS 36-37 - 605
AS 39-41 - 617

SIMON LAKE CLASS (AS-33)

Displacement: AS-33: 19,934 tons (full load)
AS-34: 21,090 tons (full load)
Length: 644 feet
Beam: 85 feet
Power Plant: 2 boilers, steam turbines, 1 shaft
Armament: 2 20mm guns
Complement: 601

HUNLEY CLASS (AS-31)

Displacement: 19,000 tons (full load)
Length: 599 feet

Beam: 83 feet
Speed: 19 knots
Power Plant: Diesel electric, 1 shaft
Armament: 4 20mm guns
Complement: 603

DESTROYER TENDERS

YELLOWSTONE (AD-47) AND SAMUEL GOMPERS (AD-37)

Displacement: 22,500 tons (full load)
Length: 644 feet
Beam: 85 feet
Speed: 20 knots
Power Plant: 2 boilers, steam turbines, 1 shaft, 20,000 shaft horsepower
Complement: 1,400

DIXIE CLASS (AD-38)

Displacement: 18,000 tons (full load)
Length: 530 feet
Beam: 73 feet
Speed: 18 knots
Power Plant: 4 boilers, geared turbines, 2 shafts 12,000 shaft horsepower
Complement: 1,000

RESCUE, SALVAGE AND TOWING SHIPS

SAFEGUARD CLASS (ARS-50)

Displacement: 2,880 tons (full load)
Length: 255 feet
Beam: 50 feet
Speed: 14 knots
Power Plant: Diesels, 2 shafts, 4,200 shaft horsepower
Armament: 2 20mm guns
Complement: 91
Diving: Manned diving operations to 190 feet using air

EDENTON CLASS (ATS-1)

Displacement: 2,930 tons (full load)
Length: 282 feet

Beam 50 feet
Speed: 16 knots
Power Plant: 4 diesels, 2 shafts, 6,000 brake horsepower
Armament: 2 20mm guns
Complement: 129
Diving: Manned diving operations to 300 feet using mixed gas

SUBMARINE RESCUE SHIPS

PIGEON CLASS (ASR-21)
Displacement: 4,200 tons (full load)
Length: 251 feet
Beam: 86 feet
Speed: 15 knots
Power Plant: 4 diesels, two shafts
Armament: 2 20mm guns
Complement: 240 ship's company, 24 submersible operations

"A man who is always ready to believe what is told him will never do well." GAIUS PETRONIUS
From the book: **Successful Leadership Today**

"Focus on results, not activity."
From the book: **Successful Leadership Today**

What is a nautical saying that means to provide assistance or expedite? BEAR A HAND



CG - Ticonderoga Class Cruiser



Dock

**CGN - Virginia Class Nuclear
Cruiser**



DD - Spruance Class Destroyer



**DDG - Arleigh Burke Class Guided
Missile Destroyer**



FFG - Guided Missile Frigate



LCC - Amphibious Command Ship



LHA - Amphibious Assault Ship



LHD - Amphibious Assault Ship



LPH - Amphibious Assault Ship



LSD - Dock Landing Ship



LST - Tank Landing Ship



AE - Ammunition Ship



AO - Oiler



AS - Submarine Tender



AD - Destroyer Tender



AFS - Combat Stores Ship



SSBN - Ohio Class Submarine



SSN - Nuclear Attack Submarine



PHM - Patrol Hydrofoil



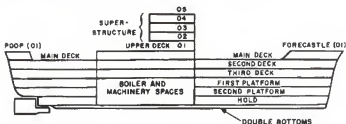
**MCM - Mine
Countermeasures
Ship**

CHAPTER 31

SHIPBOARD COMPARTMENTS

COMPARTMENT: 03-24-3-L

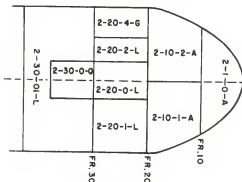
1. **DECK NUMBER.** The first part of a compartment number is the deck number. The main deck is deck number 1. The first deck below the main deck is the second deck, and so forth. The first deck above the main deck is the 01 deck. The next deck up is the 02 deck, etc. Below the lowest complete deck are "platform decks." Platforms are numbered downward, as first platform, second platform, and so forth. In the above example, the compartment is on the 03 deck or 03 level.



Decks of a Ship

2. **FRAME NUMBER.** The second part of a compartment number is in relation to the bow of the ship. Compartments near the bow of a ship have very low numbers. Compartments near the stern of a ship have higher numbers. In COMPARTMENT 03-24-3-L, the compartment is located near the forward part of a ship.

3. **RELATION TO CENTERLINE OF SHIP.** The third part of a



Frame Numbers

compartment number is the compartment in relation to the centerline of a ship. A compartment located so that the centerline of a ship passes through it carries the number zero (0). Compartments located to the port side have odd numbers. The first compartment to port would be 1, the next compartment outboard would be 3, and so forth. Compartments located to the starboard side have even numbers. The first compartment to the starboard of the centerline would be 2, the next compartment outboard would be 4, and so forth. In the example COMPARTMENT 03-24-3-L, the compartment is the second compartment outboard of the centerline on the port side of the ship.

4. COMPARTMENT USAGE. The fourth and last part of a compartment number is a capital letter that identifies the assigned primary use of the compartment. In the example COMPARTMENT 03-24-3-L, the letter "L" identifies the compartment as a living space. The following is a list of compartment usages and the associated letter designation.

*"Leadership is something you do
WITH people, not TO people."*

From the book: **Successful Leadership Today**

*"Self-discipline is doing what NEEDS
to be done, not what you WANT to do."*

From the book: **Successful Leadership Today**

What does the term LEEWARD mean?
AWAY FROM THE WIND

SHIPBOARD COMPARTMENTS

<u>LETTER</u>	<u>TYPE COMPARTMENT</u>	<u>USES</u>
A	Stowage Spaces	Stores & Refrigerated Items
AA	Cargo Holds	
C	Control Centers and Fire Control Operations	Pilot House, CIC, Communications, etc.
E	Engineering Control Centers	Machinery Spaces, Evaporators, Steering Gear Rooms, etc.
F	Oil Stowage (For use by ship)	Diesel, Lubricating & Fuel
FF	Oil Stowage (for cargo)	
G	Gasoline Stowage (For ship use)	Cofferdams, Gasoline, etc.
GG	Gasoline Stowage (for cargo)	
J	JP-5 Fuel (for ship use)	Jet Fuel
JJ	JP-5 Fuel (for cargo)	
K	Chemicals & Other Dangerous Materials	
L	Living Spaces	Berthing, Messing Spaces, Staterooms, Sickbay, etc.
M	Ammunition Spaces	Magazines
Q	Miscellaneous	Galley, Laundry, Shops, etc.
T	Vertical Access Trunks	Escape Trunks
V	Voids	
W	Water Stowage Spaces	Freshwater, Feedwater, etc.

*"Energy and persistence conquer
all things."* BENJAMIN FRANKLIN
From the book: **Successful Leadership Today**

*"Losers lose opportunities.
Winners create opportunities."*
From the book: **Successful Leadership Today**

CHAPTER 32

DAMAGE CONTROL

The ship's engineering officer is responsible for the operational readiness of the damage control (DC) organization. A ship's Damage Control Assistant (DCA) works for the engineering officer. The DCA coordinates the efforts of repair parties in the control of damage, which includes the control of the ship's stability, fighting fires, repairing damage, and NBC defense measures.

The DCA's operating location is Damage Control Central (DCC), the ship's nerve center. From here the DCA directs the entire damage control organization of the ship. Representatives of various departments and divisions are also assigned to DCC. Repair parties receive their instructions from DCC. Repair parties keep DCC up to date on repair activities. Under the direction of the DCA, graphic records of damages are made on various damage control diagrams and status boards as the reports are received.

REPAIR PARTIES

Repair parties work for the ship's Damage Control Assistant (DCA). Repair parties receive direction from, and report progress to, Damage Control Central (DCC).

All ships have at least one repair party. Most ships have three or more repair parties. The make up of each repair party depends upon the type of ship, the section of the ship assigned to the repair party, and the number of personnel available. The following chart lists the repair parties and their assigned area of responsibility:

*"Do your duty and leave the rest
to heaven."* PIERRE CORNEILLE
From the book: **Successful Leadership Today**

REPAIR PARTY

Repair 1
Repair 2
Repair 3
Repair 4
Repair 5
Repair 6
Repair 7
Repair 8

LOCATION OR FUNCTION

Main Deck Repair
Forward Repair
After Repair
Amidship Repair
Propulsion Repair
Ordnance
Gallery Deck/Island Structure
Electronics

In addition to the above, aircraft carriers and ships equipped for helicopter operations have aviation fuel repair and crash and salvage teams. Carriers also have an ordnance disposal team.

The specific purpose of each repair party depends on its area of responsibility. Each repair party must be capable of performing the following functions:

1. Make repairs to electrical and sound-powered telephone circuits.
2. Give first aid and transport injured personnel to battle dressing stations without seriously reducing the party's damage control capabilities.
3. Detect, identify, and measure radiation doses and dose rate intensities. Decontaminate the affected areas of nuclear, biological, and chemical attacks.
4. Control and extinguish all types of fires.
5. Evaluate and report correctly the extent of damage in its area of responsibility.

"It's always been done this way" is a good indication that a change is in order."

From the book: **Successful Leadership Today**


"What is the name of the U.S. Navy ship known as "OLD IRONSIDE?" USS CONSTITUTION


WATERTIGHT INTEGRITY



SPECIAL CLASSIFICATIONS FOR FITTINGS

MARKINGS PURPOSE

W (William) Classification **W** is applied to sea suction valves that supply water to the condensers and fire pumps, and to other fittings and equipment necessary for fire protection and mobility. These fittings are normally open or running.

CIRCLE W Ventilation fittings and certain access openings are marked  (circles are black). Normally open, these fittings are closed only to prevent NBC contamination or smoke from entering a vent system.

RED CIRCLE Z (Zebra) Special fittings marked  (circles are red) may be opened during long periods of general quarters to allow for preparation and distribution of food or for cooling vital spaces such as magazines. When open, these fittings are guarded so that they can be closed immediately if necessary.

BLACK CIRCLE X & Y Fittings marked with  or  permit access to battle stations, are used for transfer of ammunition, or are part of vital systems. They may be opened without special permission, but must be kept closed when not actually in use.



DOG ZEBRA is applied to accesses to weather decks that are not equipped with light traps or door switches that will turn lights off when the access is opened during darkened ship conditions.

MATERIAL CONDITIONS OF READINESS

The degree of watertight integrity protection aboard a ship depends on the material condition of readiness in effect at any given time. The Navy has three material conditions:

- CONDITION XRAY - Provides the least protection
- CONDITION YOKE - Provides medium protection
- CONDITION ZEBRA - Provides maximum protection

"SUPERIORS DON'T LIKE SURPRISES.

Keep superiors informed of important situations and developments as they are unfolding."

From the book: **Successful Leadership Today**

"When you make people feel better about themselves you are building on morale."

From the book: **Successful Leadership Today**

"Routine work breeds routine performance."

From the book: **Successful Leadership Today**

The Navy uses a SHORAN navigation system.
SHORAN is an abbreviation for what?
SHORT-RANGE NAVIGATION

CONDITION**CIRCUMSTANCES****CLOSED FITTINGS****XRAY**

In well-protected harbors; at home base during regular hours.

X, (X): These fittings are kept closed at all times except when actually in use.

YOKE

At sea; in port outside of regular working hours.

X, (X) Y, (Y): Circle X and Y may be opened for access, to pass ammo, for inspections, etc.

ZEBRA

General Quarters; fire, flooding; when

X, (X), Y, (Y)
Z, Z



entering or leaving port in wartime.

Circle Zebra fittings may be opened to permit distribution of food, use of sanitary facilities, and ventilation of vital spaces. Must be guarded when open.

SHIPBOARD FIRES**FIREFIGHTING AGENTS**

1. Water (in its various forms: Fog, steady stream, etc.)
2. Aqueous Film Forming Foam-(AFFF)
3. Purple Potassium (chemical element K) - PKP
4. Carbon Dioxide - CO₂

CLASSES OF FIRE

CLASS A. Encompasses fires of solid materials that leave an ash, such as wood, cloth, and paper. Explosives such as dynamite are also placed in the CLASS A category.

MATERIAL

EXTINGUISHING AGENT

WOOD

- Water Sprinkler System
- High-velocity Fog

CLOTH
PAPER

- Solid Water Stream
- Foam (AFFF for example)
- Dry Chemical (PKP)
- CO₂

EXPLOSIVES

- Solid Water Stream
- High-velocity Fog
- Foam (AFFF for example)

CLASS B. Encompasses fires of flammable liquids, **NEVER** use a solid water stream on a CLASS B fire.

MATERIAL

EXTINGUISHING AGENT

PAINTS

- CO₂
- Foam (AFFF)
- Installed Sprinkler System
- High-Velocity Fog
- Dry Chemical (PKP)

GASOLINE

- Foam (AFFF)
- CO₂
- Water Sprinkler System
- Dry Chemical (PKP)

FUEL OIL

JP-5

Diesel

Oil

Kerosene

- Foam (AFFF)
- Dry Chemical (PKP)
- Water Sprinkler System
- High-Velocity Fog
- CO₂

CLASS C. Includes electrical or electronic equipment. ALWAYS de-energize equipment before attempting to fight the fire. **NEVER** use FOAM or SOLID WATER STREAM on a CLASS C fire.

MATERIAL

ELECTRICAL
ELECTRONICS

EXTINGUISHING AGENT

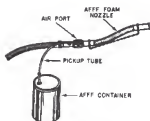
- CO₂
- High-Velocity Fog

CLASS D

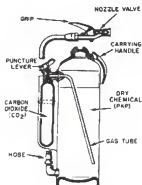
MAGNESIUM
TITANIUM

EXTINGUISHING AGENT

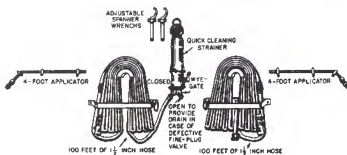
- Jettison Overboard
- Low-Velocity Fog



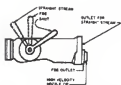
**Navy Pickup Unit (NPU)
Nozzle**



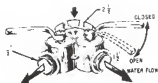
PKP Extinguisher



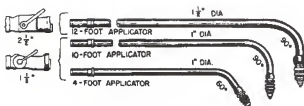
Display of Firestation Equipment



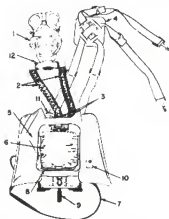
All-Purpose Nozzle



Wye Gate



Applicators



- | | |
|--------------------|---------------------|
| 1. FACEPIECE | 8. BAIL ASSEMBLY |
| 2. BREATHING TUBES | HANDLE |
| 3. BREATHING TUBE | (STANDBY POSITION) |
| COUPLINGS | 9. CANISTER RELEASE |
| 4. BODY HARNESS | STRAP |
| AND PAD | 10. PRESSURE RELIEF |
| 5. BREATHING BAG | VALVE AND PULL TAB |
| 6. BREASTPLATE | 11. TIMER |
| 7. WAIST STRAP | 12. VALVE HOUSING |



**Oxygen Breathing Apparatus
(OBA)**

CHAPTER 33

SHIPBOARD CIRCUITS

Shipboard Sound-Powered Circuits

Primary sound-powered circuits are designated JA through JZ, and include such circuits as engineering, damage control, maneuvering, etc. Auxiliary circuits maintain vital communications in the event of damage to primary circuits. Auxiliary circuits carry the same designator as primary circuits, except preceded by the letter "X," such as XJA or X1JV.

Below is a listing of some typical shipboard sound-powered circuits:

JA	Captains Battle Circuit
JC	Weapons Control Circuit
JL	Lookout Circuit
21JS	Surface Search Radar Circuit
22JS	Air Search Radar Circuit
61JS	Sonar Information Circuit
JV	Maneuvering & Docking Circuit
JZ	Damage Control Circuit
JW	Navigator's Circuit
JX	Communicator's Circuit

SHIP ANNOUNCING SYSTEMS

The purpose of the announcing systems aboard ship is to transmit orders and information between stations. Some examples of announcing systems found on U.S. Navy ships are listed below:

<u>Circuit</u>	<u>Used As</u>
1MC	General Announcing System
2MC	Propulsion Plant Announcing
3MC	Aviator's System
4MC	Damage Control Announcing
5MC	Flight Deck Announcing
6MC	Intership (Bullhorn)
7MC	Submarine Control

Circuit**Used As**

8MC	Troop Administration & Control
9MC	Underwater Troop Communications
18MC	Bridge
19MC	Aviation Control
21MC	Captain's Command Announcing
22MC	Electronic Control
23MC	Electrical Control
24MC	Flag Command Announcing
26MC	Machinery Control
27MC	Sonar/Radar Control
32MC	Weapons Control
39MC	Cargo Handling
40MC	Flag Administrative
42MC	CIC Coordinating
46MC	Aviation Ordnance/Missile Handling
53MC	Ship Administrative
54MC	Repair Officer's Control

"TEAM PLAYER" Ask yourself what you can contribute that is not a part of your job description."
From the book: **Successful Leadership Today**

"In all good things reason should prevail." WILLIAM PENN
From the book: **Successful Leadership Today**

"To build on teamwork and secure loyalty, allow key subordinates a voice in policy decisions."
From the book: **Successful Leadership Today**

CHAPTER 34

REPAIR & MAINTENANCE: TERMS & DEFINITIONS

ALTERATION. Definition: Any change in the hull, machinery, equipment, or fittings that involves a change in design, materials, number, location, or relationship of an assembly's component parts whether the change is separate from, incidental to, or in conjunction with repairs.

Categories Of Alterations Are:

1. **APPROVED ALTERATION** Alteration approved for accomplishment, hut funding and year of accomplishment not identified.
2. **AUTHORIZED ALTERATION** Alteration approved for accomplishment with funding and year of accomplishment identified.

3. **ALTERATIONS EQUIVALENT TO A REPAIR (AER)**

An alteration which has one or more of the following attributes:

- a. The use of different materials which have been approved for like or similar use and are available from standard stock.
- b. The replacement of obsolete, worn-out or damaged parts, assemblies, or equipments, requiring renewal by those of later and more efficient design previously approved by the Systems Command concerned.
- c. The strengthening of parts which require repair or replacement in order to improve reliability of the parts and of the unit, provided no other change in design is involved.
- d. Minor modifications involving no significant changes in design or functioning of equipment but considered essential to prevent recurrence of unsatisfactory conditions.
- e. The replacement of parts, assemblies, or equipment with like items of later or more efficient design when it can be demonstrated that the cost of installation and maintenance of the new parts, assemblies, or components is less than the cost of maintaining the installed parts, assemblies, or components.
- f. Only the Systems Command exercising technical control over the article, or the authority to whom such technical control has been delegated by that command, shall designate an

alteration as equivalent to a repair and approve it for accomplishment.

4. **ELECTRONIC FIELD CHANGES.** Any modification or alterations made to electrical equipment after delivery date to the government.

5. **MILITARY ALTERATION.** An alteration that changes or improves the military characteristics of a ship (CNO managed).

6. **TECHNICAL ALTERATION.** An alteration that affects safety, maintainability, reliability, or system performance (CNO managed).

7. **ORDNANCE ALTERATION (ORDALT).** Alteration to ordnance equipment under the technical cognizance of NAVSEA and composed of:

a. **ORDNANCE ALTERATION INSTRUCTION.**

Technical document containing instructions, drawings, test procedure, and directions to accomplish a material change, modification, repositioning, or alteration in the physical appearance of an installation of different parts in subassemblies, assemblies, or components in a weapon or system. Technical publication changes are supplied as part of that data package.

b. **ORDALT KIT.** All the material and documentation required to perform an ORDALT, which may include materials and documentation necessary for testing, operating, and maintaining the equipment after alteration. ORDALT Kits include complete hardware, special tools if required, and a copy of ORDALT instruction. In some cases, a conjunctive SHIPALT may be required with an ORDALT.

8. **PROGRAMMED ALTERATION.** An alteration that is scheduled for accomplishment by CNO in SAMIS on a specific hull(s) in a specific fiscal year.

9. **SHIP ALTERATION (SHIPALT).** Any change in the hull, machinery, equipment, or fittings which involves change in design, materials, number, location, or relationship of the component parts of an assembly. SHIPALTs are classified by title, such as Title D alteration

SHIPALT TITLES

a. **TITLE D ALTERATION.** An alteration equivalent to a repair, approved by NAVSEA. Title D ship alterations are authorized by the TYCOM and funded under O&MN as operating expenses.

b. **TITLE F ALTERATION.** An alteration that can be accomplished by Forces Afloat and does not require special program material or centrally procured material for accomplishment. Title F alterations may only be authorized for accomplishment by TYCOMs, who must fund all costs except Design Services Allocation (DSA) and COSAL.

c. **TITLE K ALTERATION.** An alteration authorized for accomplishment through FMP and usually requiring special program material. It is accomplished by industrial activities and approved by CNO through the FMP process.

d. **TITLE K-P ALTERATION.** An alteration that changes the military or technical characteristics of a ship and involves installations of special program material, but is within Forces Afloat capability for installation. Special program and centrally procured materials required for accomplishment of these alterations are normally provided as a package by NAVSEA at no charge to TYCOM O&MN funds. Title K-P alterations may only be authorized for accomplishment by NAVSEA.

10. **UNPROGRAMMED ALTERATION.** An alteration not listed for accomplishment under one of the fiscal years in the FMP and listed in the "Un-programmed" section to the FMP.

AVAILABILITY

Definition: Assignment of a ship to a repair activity for the purpose of accomplishing repairs or performing maintenance.

Specific types of availabilities assigned ships are:

1. **EXTENDED REFIT PERIOD (ERP).** A 60-day planned availability for SSBN nuclear submarines scheduled approximately 4 1/2 and 7 1/2 years after overhaul to accommodate accomplishment of major depot and intermediate level work items.

2. FITTING OUT AVAILABILITY (FOA). An availability at the shipyard designed as the fitting out activity to place onboard the material specified in the ship's allowance list.

3. IMA AVAILABILITY (IMAV). An availability at an Intermediate Maintenance Activity for the accomplishment of repair and alterations. These availabilities may be planned and scheduled or emergent. During these availabilities the ship may be rendered incapable of fully performing its assigned mission and tasks because of the nature of the repair work.

4. REGULAR OVERHAUL (ROH). An availability scheduled by CNO at a maintenance depot for general repairs and alterations, during which period the ship is rendered incapable of performing its assigned mission and tasks.

5. RESTRICTED AVAILABILITY (RAV). An availability assigned for the accomplishment of specific items of work by an industrial activity with the ship present, during which time the ship is rendered incapable of fully performing its assigned missions and tasks. Restricted Availabilities are assigned by TYCOMs.

6. SELECTED RESTRICTED AVAILABILITY (SRA). An availability, normally at a depot level maintenance activity, scheduled by CNO which requires advance planning so that time and funds may be more effectively utilized.

7. POST SHAKEDOWN AVAILABILITY (PSA). An availability assigned to newly built, activated or converted ships upon completion of shakedown. The PSA will normally be of six calendar weeks duration and will be completed no later than the end of the eleventh month after completion of fitting out, at which time SCN funding and work authority terminates. Work performed shall be limited to correcting defects noted during shakedown and those remaining from the Acceptance Trials.

8. TECHNICAL AVAILABILITY (TAV). An availability for the accomplishment of specific items of work by a repair activity, normally with the ship not present, during which the ship's ability to fully perform its assigned mission and tasks is not affected.

9. VOYAGE REPAIRS. Emergency work necessary to enable a ship to continue on its mission and which can be accomplished

without requiring a change in the ship's operating schedule or the general steaming notice in effect.

CLASSES OF SHIP SYSTEMS AND COMPONENT OVERHAULS

CLASS A. Work that requires such overhaul or repairs, modifications, field changes, ORDALTS or SHIPALTs as will sustain or improve the operating and performance characteristics of the system, subsystem, or component being repaired or altered to meet the "most recent" design and technical specifications for that item. It is intended that the end product be in "like new" condition in appearance as well as in operation and performance. All manufacturers' and technical manual performance standards and specifications, unless superseded by proper authority, will be met, as will all technical documentation. The repair activity will demonstrate that the end product successfully meets all performance criteria specified by the governing specifications.

Defining an overhaul as CLASS A means that all actions required to meet the definitions are authorized. The definition is applicable to all components, subsystems, and systems whether machinery, electrical, hull, electronics, or weapons.

CLASS B. Work that requires such overhaul or repairs as will restore the operating and performance characteristics of a system, subsystem, or component to its "original" design and technical specifications. If it is required to restore the operating and performance characteristics of an item to other than its original design and technical specifications, it must be so specified and the performance criteria defined. SHIPALTs, ORDALTs, field changes, and modifications, even if applicable, are not to be accomplished unless specified by the customer. Maintenance adjustment and calibration routines specified by the applicable instruction manual, unless superseded by authority, are required. The repair activity will demonstrate that the end product successfully meets all performance criteria specified by the governing specifications.

CLASS C. Repair work on a system, subsystem, or component specified by the work request or that work required to correct the particular deficiencies or malfunctions specified by the customer. The repair activity must demonstrate that the work requested has been accomplished or that the conditions or malfunctions described have been corrected, but the repairing activity has no responsibility for the repair or proper operation of the associated components of the equipment or for the operation of the system as a whole.

CLASS D. Work associated with the "Open, Inspect, and Report" type of work request in which the customer cannot be specific about what is or may be wrong with the item. This class of work is intended to be diagnostic and thus may require various tests, followed by inspection, to assist in a complete diagnosis. The repair activity will report findings, recommendations, and cost estimates to the customer for authorization prior to any repair work. When requested by the customer, minor repairs and adjustments may be accomplished without prior authorization to the extent specified.

CLASS E. Work required incorporating all alterations and modifications specified for a designated system, subsystem, or component. The repair activity will demonstrate the successful checkout of the work accomplished to assure compliance with the performance standards established for the modification only to the extent of the work performed. When required by the customer, the repair activity will conduct system tests to prove system operability through affected interfaces. Repairs, if any, are minor.

MACHINERY ALTERATION (MACHALT) PROGRAM

A kit concept which enables HM&E changes to be accomplished in an expeditious manner, eliminating these changes from formal SHIPALT process. A MACHALT is defined as a planned change, modification, or alteration to any HM&E equipment in service (shipboard or shore activities) when it has been determined by the MACHALT Configuration Control Board (CCB) that the alteration or modification meets all of the following conditions:

- a. Can be accomplished without changing an interface external to the equipment or system.

b. Is a modification made within the equipment boundary or is a direct replacement of the original equipment design.

c. Can be accomplished without the ship being in an industrial activity.

d. Will be accomplished individually and not conjunctively with a SHIPALT or other MACHALT.

MAINTENANCE LEVELS

The three levels of ship maintenance are:

1. **ORGANIZATIONAL MAINTENANCE.** That maintenance which is the responsibility of and performed by the using organization on its assigned equipment. Its phases normally consist of inspecting, servicing, lubricating, adjusting, and the replacing of parts, minor assemblies, and subassemblies.

2. **INTERMEDIATE MAINTENANCE.** That maintenance which is the responsibility of and performed by designated maintenance activities for direct support of using organizations. Its phases normally consist of calibration, repair, or replacement of damaged or unserviceable parts, components, or assemblies; the emergency manufacture of non-available parts; and the provision of technical assistance to using organizations.

3. **DEPOT MAINTENANCE.** That maintenance performed on material requiring major overhaul or a complete rebuild of parts, assemblies, subassemblies, and end items, including the manufacture of parts, modifications, testing, and reclamation as required.

Depot maintenance serves to support lower categories of maintenance by providing technical assistance and performing that maintenance beyond their responsibility. Depot maintenance provides stocks of serviceable equipment by using more extensive facilities for repair than are available in lower level maintenance activities.

*"Progress comes from the intelligent use
of experience."* ELBERT HUBBARD
From the book: **Successful Leadership Today**

OVERHAULS

A major ship availability established for general maintenance and alterations at a naval shipyard or other shore-based depot-level repair activity.

During this period, the ship generally undergoes the installation of alterations and modifications to update its capabilities and large-scale maintenance that cannot be undertaken at other times.

The categories of overhauls are:

1. **BASLINE OVERHAUL (BOH).** An overhaul that is designed to restore a ship's systems, subsystems, and equipment to a baseline condition before the ship is placed on an engineered operating cycle.

The intent of the BOH is to provide an extensive overhaul that, together with a well engineered and executed maintenance program, will enable the ship to carry out its mission throughout the extended operating cycle.

2. **REGULAR OVERHAUL (ROH).** An availability for the accomplishment of general repairs and alterations at a naval shipyard, commercial shipyard, or other shore-based repair activity, normally scheduled in advance and in accordance with an established cycle.

3. **COMPLEX OVERHAUL (COH).** An overhaul that, due to cost, duration, or manpower constraints or the complexity or interrelationship of the various ship subsystems affected by the overhaul work packages, requires coordination and extensive management of both the planning and industrial phases of the overhaul in order to provide a high level of confidence that the overhaul can be satisfactorily completed.

4. **INTEGRATED LOGISTIC OVERHAUL (ILO).** The work involved in improving the material readiness of a ship by bringing storeroom repair part inventories up to the level prescribed in updated allowance and load lists or to the endurance level prescribed by appropriate fleet authority. Attainment of this broad objective requires the successful conduct of many separate but related actions.

PERA (PLANNING AND ENGINEERING FOR REPAIRS AND ALTERATIONS)

A program for improving the advance planning, integration, and control procedures associated with overhaul. The primary objective of the PERA Program is to provide intensive management for the accomplishment of effective, efficient, orderly, and timely ship overhauls.

There are currently five PERA offices:

1. PERA - Submarine, located at Portsmouth NAVSHIPYD.
2. PERA - Aircraft carriers and other aviation-type ships, located at Puget Sound NAVSHIPYD.
3. PERA (CRUDES) - Cruisers/Destroyers, located at Philadelphia NAVSHIPYD.
4. PERA (CSS) - Combatant Support Ships, located at NAVSEA San Francisco.
5. PERA (ASC) - Amphibious Ships and Craft, located at Norfolk NAVSHIPYD

The PERA offices, as extensions of the NAVSEA Ship Logistics Divisions, integrate the requirements of the various systems and TYCOMs and manage the planning and engineering efforts for overhauls of assigned ship types and vital interrelated programs pertaining thereto.

On the basis of ship modernization planning documents, they assist the Ship Logistics Divisions and TYCOMs in the development of class modernization and maintenance packages for assigned ships.

The PERAs develop a complete and integrated ship overhaul planning work package that is usable by an overhauling activity with minimum translation and minimum additional planning.

PRE-OVERHAUL TEST AND INSPECTION (POT&I)

Tests and inspections performed to determine overhaul and RAV work requirements. It is necessary for some equipment to undergo a test in order for technicians to determine its repair requirements.

TYPE COMMANDER ALTERATIONS (TYCOMALT)

Type commanders are authorized to approve temporary changes to compartments of ships other than nuclear powered ships or ship nuclear support facilities through use of Type Commander Alterations (TYCOMALT) subject to the following requirements and criteria (Reference OPNAVINST 4720.93).

1. Military characteristics of the ships must not be affected (for purposes of this instruction, increasing the number of berths is not considered to be a change in military characteristics).

2. Only those temporary changes necessary to meet the requirements of higher authority shall be proposed for accomplishment.

3. All proposed TYCOMALTs must be submitted formally to Naval Sea Systems Command for review and technical approval. The Naval Sea Systems Command review shall consider safety damage control coordination and effectiveness, ship stability, traffic flow, materials and installation methods.

4. Watertight integrity or the ability to establish damage control material condition must not be affected.

5. Operation or maintenance of installed equipments must not be interfered with.

6. Fluid, electrical, heating, cooling ventilation, plumbing or electrical systems must not be involved.

7. Changes must not require additional COSAL support.

8. Compartments or areas covered by non-deviation drawings must not be involved.

9. Installed equipment must not be modified.

10. Materials must meet approved MILSPEC standards.

11. Installation must be accomplished in accordance with approved methods and procedures.

"Leadership is the ability to get men to do what they don't want to do, and like it." HARRY S. TRUMAN
From the book: **Successful Leadership Today**

CHAPTER 35

NAVY AIRCRAFT

All aircraft have military designations. A given aircraft bears the same alphanumeric identification symbol regardless of whether the aircraft is used by the Navy, Army, or Air Force.

Each basic designator consists of a letter and number combination. The letter specifies the basic mission of the aircraft.

A - Attack	O - Observation
B - Bomber	P - Patrol
C - Cargo/Transport	R - Reconnaissance
E - Special Electronic Installation	S - Antisubmarine
F - Fighter	T - Trainer
H - Helicopter	U - Utility
K - Tanker	V - VTOL or STOL (vertical or short takeoff and landing capability)
X - Research	

The number following the letter indicates the design number of the type of aircraft. The designator P-3 means that the aircraft is a patrol aircraft and is the third design of that aircraft. If a particular design is modified, the design number is followed by another letter (A, B, E, etc.), the alphabetical order of which identifies the number of the modification. For example, P-3C. The "C" indicates the design has been modified three times.

When an aircraft is modified from its original mission, a mission modification letter precedes the basic mission symbol. The modification letters are as follows:

A - Attack	M - Missile Carrier
C - Cargo/Transport	Q - Drone
D - Director (for control of drones)	R - Reconnaissance
E - Special Electronic Installation	S - Antisubmarine
H - Search and Rescue	T - Trainer
K - Tanker	U - Utility
L - Cold Weather	V - Staff
	W - Weather

Using the above, if a P-3C was modified to be used as a drone, it would be identified as QP-3C.

NAVY ATTACK AIRCRAFT

Attack planes are used for low-level bombing, ground support, or nuclear strikes. They do not need the speed of fighters, but should be capable of heavy payloads, have good stability, and be able to carry enough fuel to remain on station for long periods of time.

A-7 CORSAIR II. A single-seat, lightweight carrier-based, single-engine aircraft. Used primarily for attack purposes. It can also be used as an inflight refueling tanker. The A-7 has folding wingtips for closer parking aboard aircraft carriers.

A-6 INTRUDER. An all-weather attack aircraft. It is fitted with complex and sophisticated electronic gear. The pilot and bombardier-navigator sit side by side.

AV-8A HARRIER. The Harrier is a fixed-wing vertical short takeoff or landing (V-STOL) strike aircraft. The Harrier can be operated from the decks of aircraft carriers and amphibious support ships.

NAVY FIGHTER AIRCRAFT

Fighters are high-performance aircraft generally employed to gain air superiority. They may be deployed defensively as interceptors, offensively as escorts for bombers, or on-ground support missions, or independently to counter enemy aircraft.

F-4 PHANTOM II. The Phantom is a twin-engine, Mach 2 aircraft. It is capable of both air intercept and ground support missions. Installed equipment permits all-weather operations.

F-14 TOMCAT. A high-speed, aircraft-carrier based, jet-powered aircraft. The main weapons systems are missiles.

F/A-18 HORNET. A supersonic, single seat, twin engine jet. There are fighter and attack versions of this aircraft. The Hornet is designed for agility, high reliability, high survivability, and reduced manpower maintenance requirements.

NAVY PATROL AIRCRAFT

Patrol craft are land-based, long-range multi-engine aircraft used primarily for ASW patrol.

P-3 ORION. The Orion is equipped with magnetic anomaly detection (MAD) gear, sonobuoys, radar, and other submarine detection systems. It is armed with torpedoes, bombs, rockets, and depth charges to "kill" submarines. The Orion can also serve as convoy escort, photographic mission duties, and aerial mining.

NAVY ANTISUBMARINE AIRCRAFT

Antisubmarine aircraft operate from aircraft carriers. They are used in conjunction with hunter-killer group helicopters and surface craft.

S-3 VIKING. The Viking is a high-wing, jet-powered, twin-engine carrier ASW aircraft. It carries surface and subsurface search equipment, and has direct attack capability with a variety of armament.

NAVY WARNING CLASS AIRCRAFT

Carrier-based airborne early warning (AEW) aircraft maintain station at some distance from a task force to provide early warning of approaching enemy aircraft and direct interceptors into attack position.

E-2 HAWKEYE. The Hawkeye has long-range antennas enclosed in a saucer-shaped, rotating disc atop the fuselage. It is equipped with the latest radar equipment and is manned by a crew of five.

TRANSPORT AIRCRAFT

Transport aircraft carry personnel and cargo.

C-9B SKYTRAIN. The primary mission of the Skytrain is fleet logistics support. Loading capacity is in excess of 30,000 pounds.

C-130 HERCULES. The Hercules is a multi-purpose transport aircraft. It is used for everything from search and rescue to cargo and troop transport.

C-2A GREYHOUND. This carrier on-board delivery (COD) is used to transport personnel and material from aircraft to shore locations, or from shore locations to aircraft carriers. It also serves to provide mail to and from carriers as well as the transport of medical evacuation personnel.

RECONNAISSANCE AIRCRAFT

EA-6B PROWLER. This aircraft specializes in tactical electronic warfare. This all-weather airplane provides active and passive defense to a task force. It is capable of jamming enemy defense electronics systems.

NAVY HELICOPTER AIRCRAFT

Helicopters are used in a variety of ways by the Navy: ASW; pilot rescue; transfer of supplies; mail; amphibious warfare; evacuation of wounded; counterinsurgency; minesweeping; and other duties.

CH-46 SEA KNIGHT (UH-46). The Sea Knight is a twin-engine transport vehicle that provides the fleet with a day/night underway replenishment capability. It is used primarily for supply missions at sea and for casualty evacuation. The Sea Knight can carry 25 troops or up to 4000 pounds of cargo. Rotor blades fold for shipboard use.

SH-3 SEA KING (SH-3H). The Sea King is a twin-turbine, all-weather helicopter designed for ASW use. It carries dipping sonar, torpedoes, and depth charges. Maximum speed 165 mph.

H-2 SEASPRITE (SH-2F). An ex-utility helicopter, the Seasprite serves aboard Navy destroyers in the LAMPS program. Maximum speed 160 mph.

SH-60B SEAHAWK. The Seahawk is placed aboard frigates and destroyers. It can detect, locate, and destroy submarines at long range. It has constant voice and data links with ship's CIC personnel. The Seahawk's primary mission is seeking and engaging submarines many miles from ships. It is also able to provide targeting information for over-the-horizon, surface-to-surface missiles. Maximum speed 125 mph.

RH-53D SEA STALLION (CH-53D). The Sea Stallion's mission is quick-reaction mine countermeasures, capable of rapid mobility and deployment of highly trained mine countermeasure detachments. Maximum speed 195 mph.

MH-53E SEA DRAGON Replacing the RH-53D Sea Stallion, this helicopter is used aboard the modern amphibious assault ships for mine countermeasures (MCM).

CH-53E SUPER STALLION. This large and powerful helicopter is designed for the lift and movement of heavy payloads. It has a lift capacity of over 30,000 pounds and a speed in excess of 175 miles per hour.

FLIGHT OPERATIONS

Flight operations (FLIGHT OPS) are almost a daily activity aboard an aircraft carrier at sea. When preparations are being made for FLIGHT OPS, the Air Department and Air Wing personnel go to "Flight Quarters" stations.

AIR BOSS	In overall charge of flight ops.
CATAPULT OFFICER (CAT OFFICER)	In direct charge of aircraft take-offs.
LANDING SIGNAL OFFICER (LSO)	In direct charge of aircraft landings

Flight deck and hangar personnel wear easily identifiable colors to avoid confusion. These colors are:

PLANE HANDLING	BLUE
FUELING	PURPLE
PLANE CAPTAINS	BROWN
MEDICAL PERSONNEL	WHITE
PLANE HANDLING OFFICER	YELLOW
ARRESTING GEAR, CATAPULT & MAINT.	GREEN
ORDNANCE, CRASH & SALVAGE	RED
ELEVATOR OPERATORS	WHITE & BLUE
ARRESTING GEAR/CATAPULT OFFICERS	GREEN & YELLOW
HELO CAPTAINS	RED & BROWN
PLANE INSPECTOR	GREEN & WHITE
TELEPHONE TALKERS & MESSENGERS	BLUE & WHITE



A-7 Corsair



A-6 Intruder



AV-8 Harrier



F-4 Phantom



F-14 Tomcat



F/A-18 Hornet



P-3 Orion



S-3 Viking



E-2 Hawkeye



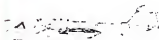
C-9 Skytrain



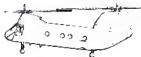
C-130 Hercules



C-2A Greyhound



EA-6B Prowler



CH-46 Sea Knight



SH-3 Sea King



H-2 Seasprite



SH-60B Seahawk



RH-53D Sea Stallion

CHAPTER 36

NAVY WEAPONS SYSTEMS

MISSILE & ROCKET DESIGNATIONS. All missiles and rockets have three-letter designations. The first letter describes the launch environment. The second letter encompasses the mission. The third letter describes the type of mission.

<u>FIRST LETTER</u>	<u>SECOND LETTER</u>	<u>THIRD LETTER</u>
A - Air	D - Decoy	M - Guided Missile
B - Multiple	E - Special Electronic	R - Rocket
F - Individual	G - Surface Attack	
M - Mobile	I - Aerial Intercept	
P - Soft Pad	T - Training	
R - Ship	U - Underwater Attack	
U - Underwater	W - Weather	

FLEET BALLISTIC MISSILES

TRIDENT II (D-5). The Trident II (D-5) is the sixth generation of the U.S. Navy's Fleet Ballistic Missile (FBM) program. The Trident II is a 3-stage, solid propellant inertially guided FBM with a range of more than 4,000 nautical miles. The Trident/Ohio class submarines can each carry 24 Trident II missiles that can be launched under water or on the surface.

Length: 44 feet

Diameter: 83 inches

Weight: 130,000 pounds

Range: 4,000+ miles

Warhead:	Thermonuclear	MIRV	(Multiple
Independently	Targetable	Re-entry	Vehicle);
Maneuverable (Re-entry Vehicle)	Warhead		

TRIDENT I (C-4). Trident I has a range almost double that of the Poseidon missile it replaces. It is being deployed in Ohio and Lafayette class fleet ballistic missile submarines.

Length: 34 feet

Diameter: 74 inches

Weight: 73,000 pounds

Range 4,000 nautical miles

Propulsion: Three-stage solid-fuel rocket, with inertial guidance

Warhead: Thermonuclear MIRV (Multiple Independently Targeted Re-entry Vehicle) and (Maneuverable Re-entry Vehicle) head

TOMAHAWK CRUISE MISSILE. The Tomahawk is a long range, subsonic cruise missile, conventionally armed for anti-surface warfare, and conventionally and nuclear armed for land attack versions. It is an all-weather attack missile. Tomahawk is a highly survivable weapon against predicted hostile defense systems. Radar detection is difficult because the missile has a very small cross-section and can fly at extremely low altitudes.

Length: 18 feet, 3 inches; 20 feet, 6 inches (with booster)

Diameter: 20.4 inches

Wing Span: 8 feet, 9 inches

Weight: 2,650 pounds; 3,200 pounds with booster

Speed: 550 mph

Range: 1,350 nautical miles (land attack, nuclear warhead) 600 nautical miles (land attack, conventional warhead) 250 nautical miles (anti-ship configuration)

Power Plant: Williams International F107-W-R-400 cruise turbo-fan engine; solid-fuel booster

Warhead: Conventional - 1,000 pounds bullput

Nuclear -W-80 conventional submunitions dispenser with combined effect bomblets

HARPOON CRUISE MISSILE. The Harpoon's mission is to destroy hostile surface targets such as combatants, submarines, or other shipping. Harpoon is a medium range, rocket boosted, turbo sustained, anti-ship cruise missile capable of being launched from surface ships, submarines or from aircraft

Length: 15 feet (surface/submarine launched 12 feet, 7 inches (air launched)

Diameter: Missile Body, 1 foot, 2 inches

Wing Span: 3 feet (with booster fins and wings)

Power Plant: Turbojet and solid propellant booster for surface/submarine launch

Warhead: 500 pounds, high explosive, blast penetrator

STANDARD MISSILE. The Standard Missile (SM) is a two-model weapon which can be used against missiles, aircraft, and ships. It replaces the Terrier and Tartar missiles. The SM-

2(MR)(Medium Range) is a medium range defense weapon. The SM-2(ER)(Extended Range) is an extended range area defense weapon.

CHARACTERISTICS: SM-1(MR), SM-2(MR)

Length: 14 feet, 7 inches

Diameter: 13.5 inches

Wingspan: 3 feet, 6 inches

Weight: 1,100 pounds (SM-1)

1,380 pounds (SM-2)

Power Plant: Dual thrust, solid fuel rocket

Warhead: Proximity fuse, high explosive

CHARACTERISTICS: SM-2(ER)

Length: 26 feet, 3 inches

Diameter: 13.5 inches

Wing Span: 5 feet, 2 inches

Weight: 2,980 pounds

Power Plant: Two-stage, solid-fuel rocket,
sustainer motor and booster motor

Warhead: Proximity fuse, high explosive

SPARROW MISSILE. The AIM/RIM-74 Sparrow Missile is a highly successful air-to-air and surface-to-air missile. It can be employed against attacking aircraft at all tactical speeds and altitudes in all weather.

The RIM-7M version, with folding wings and clipped tail fins, is compatible with the NATO Sea Sparrow launcher.

Length: 12 feet

Diameter: 8 inches

Wing Span: 3 feet, 4 inches

Weight: 510 pounds

Speed: 2,660+ mph

Range: 30+ nautical miles

Power Plant: Solid propellant rocket motor

Warhead: Blast Fragment, high explosive

*"Most people will want to do a good job,
if they are properly motivated."*

From the book: **Successful Leadership Today**

PHOENIX MISSILE. The Phoenix missile is capable of long range tracking of multiple hostile air targets and can launch up to six missiles against six targets simultaneously. The missile has great range and intercept capability against high speed maneuvering targets at both high and low altitude.

Length: 13 feet

Diameter: 15 inches

Wing Span: 3 feet

Weight: 1,024 pounds

Speed: 3,040+ mph

Range: 100+ miles

Power Plant: Solid propellant rocket motor

Warhead: Proximity fuse, high explosive (weight 135 pounds)

HARM MISSILE. An air-to-surface missile designed to destroy or suppress enemy electronic emitters, especially those associated with radar sites used to detect anti-aircraft and surface-to-air missiles. It replaces the Shrike and Arm missiles.

Length: 13 feet, 8 inches

Diameter: 10 inches

Wing Span: 3 feet, 8 inches

Weight: 807 pounds

Warhead Weight: 146 pounds

Speed: 760+ mph

Range: 50+ nautical miles

Power Plant: Two-stage solid propellant rocket motor

Warhead: Blast fragmentation

SIDEWINDER MISSILE. The Sidewinder air-to-air missile is a short-range, dogfight missile used by all Navy fighters and attack aircraft against hostile aircraft.

Length: 9 feet, 5 inches

Diameter: 5 inches

Wing Span: 2 feet, 1 inch

Weight: 195 pounds

Speed: 1,900+ mph

Range: 3.5+ nautical miles

Power Plant: Single-stage, solid propellant reduced smoke motor

Warhead: Annular blast fragmentation (25 pounds)

AMRAAM MISSILE. The AIM-120A, Advanced Medium Range Air-to-Air Missile (AMRAAM) is an all-weather, radar guided, beyond visual range missile designed to provide launch and leave capability and multiple target engagement capability. It is smaller, faster, lighter, and better able to attack at lower levels than the Sparrow Missile. The pilot will be able to aim and fire several missiles at multiple targets simultaneously.

Length: 12 feet

Diameter: 7 inches

Wing Span: 1 foot, 9 inches

Weight: 335 pounds

Speed: 760+ mph

Range: 35+ nautical miles

Power Plant: Directed rocket motor

Warhead: Blast high explosive

BOMBS.

Conventional aircraft bombs are designed for release over enemy targets to reduce and neutralize their war potential by destructive explosion, fire, or gases. The efficient destruction of various types of targets requires bombs that vary widely in size, construction content, and purpose.

Aircraft bombs are classified according to their payload.

- | | |
|------------------------|---------------|
| 1. Fire | 2. Chemical |
| 3. Smoke | 4. Incendiary |
| 5. Practice | 6. Chemical |
| 7. High Explosive (HE) | |

FIRE BOMBS. Fire bombs are of two types. Those designed for use against light, flammable targets are "scatter" bombs that contain a mixture of oil or gasoline and a thickening or gelling agent. This filler, called oil gel, is ignited and scattered by a small black powder charge when the bomb impacts. The gel is a thick material somewhat like rubber cement, and it adheres to the sides of structures, tents, and the like, setting them afire.

The ignition of more substantial targets, such as well-constructed buildings, is accomplished by dropping an "intensive" fire bomb filled with a mixture of aluminum powder and iron oxide (thermate or thermite), which burns at temperatures approximating the melting point of steel.

Fire bombs range in filled weight between 500 and 900 pounds. They carry between 75 and 112 gallons of filler.

CHEMICAL BOMBS. Chemical gas bombs (GBs) are designed for antipersonnel attack. Some bombs contain casualty agents that incapacitate or kill personnel; others contain harassing agents, such as tear or vomiting gases, which are of less potency but force the enemy to use masks and otherwise retard operations. Bomb weights run from 115 to 1,000 pounds. These bombs can be fuzed to explode on impact or to provide an aerial blast.

SMOKE BOMBS. Smoke bombs are generally used for screening purposes to conceal shore areas and movements of ships and troops. The bomb shatters on impact, dispersing the smoke agent over an area of 30-50 square yards. An effective smoke screen may last up to 5 minutes.

INCENDIARY BOMBS. These bombs are designed for use against combustible land targets where numerous fires may cause serious damage, and over water to ignite oil slicks. When an incendiary equipped with a sodium igniter impacts in water, it bursts and scatters burning gobs of gel containing particles of sodium. The burning gel can produce temperatures up to 675 C for as long as 8 minutes.

PRACTICE BOMBS. The use of practice bombs makes it possible to train crews more economically and safely than can be done with live bombs. As the name indicates, a practice bomb simulates the ballistic properties of service-type bombs for target practice.

HIGH EXPLOSIVE (HE) BOMBS. High explosive bombs are sub-classified depending on their use:

1. General-Purpose (GP)
2. Low-drag General Purpose
3. Semi-Armor-Piercing (SAP)
4. Fragmentation (Frag)
5. Aircraft Depth (AD)

GENERAL-PURPOSE (GP) BOMBS. GP bombs are employed in the majority of bombing operations. Their cases are relatively light and the explosive filler ("payload") makes up about half of the bomb weight. These bombs range in size from 100 pounds to almost 2,000 pounds.

LOW-DRAG GENERAL-PURPOSE BOMBS. These bombs are designed to increase aerodynamic performance and bombing

accuracy when used with high-speed aircraft. They are manufactured in four sizes weighing from 260 pounds to 2,000 pounds.

SEMI-ARMOR-PIERCING (SAP). The SAP bomb has a thicker case that gives greater penetration than a GP of comparable weight. These bombs weigh approximately 1,000 pounds.

FRAGMENTATION (Frag) BOMBS. The Frag bomb is fuzzed to explode before penetration. They cause destruction mainly by spraying the surrounding area with hundreds of case fragments. They are designed for the destruction or disablement of personnel and light targets. Frag bombs range in size from 4 to 260 pounds.

AIRCRAFT DEPTH (AD) BOMBS. Although the aircraft depth bomb is employed mainly against underwater targets (armed to explode at a preset depth), it has a secondary use as a demolition (impact) bomb. The standard AD bomb weighs approximately 350 pounds.

TORPEDOES

MK 50 TORPEDO. The mission of the MK 50 torpedo is to destroy hostile submarines. The MK 50 is an advanced lightweight torpedo for use against the faster, deeper-diving, and more sophisticated submarines. The MK 50 can be launched from all ASW aircraft, and from torpedo tubes aboard surface combatant ships. The MK 50 torpedo replaces the MK 46 torpedo.

Length: 112 inches

Diameter: 12.75 inches

Weight: 750 pounds

Speed: 40+ knots

Power Plant: Stored Chemical Energy Propulsion System

Guidance: Active/Passive Acoustic Homing

MK 48 and MK 48 ADVANCED CAPABILITY (ADCAP).

The mission of this family of torpedoes is to enable US submarines to sink hostile surface ships or submarines. The MK 48 is carried by all Navy attack and ballistic missile submarines. The improved version, the MK 48 ADCAP, is carried by some classes of submarines in addition to the newer SEAWOLF class. Both of these weapons are designed to combat fast, deep diving nuclear submarines and high performance surface ships. The

MK 48 replaced both the MK 37 and MK 14 torpedoes in anti-submarine and anti-ship roles.

Length: 19 feet

Diameter: 21 inches

Weight: 3,434 pounds (MK 48),
3,695 pounds (MK 48 ADCAP)

Speed: 28+ knots

Power Plant: Piston engine, pump jet

Range: 5+ miles Depth: greater than 1200 feet

Warhead: 650 pounds high explosive

GUNS

PHALANX CLOSE-IN WEAPONS SYSTEM (CIWS).

The Phalanx CIWS was developed to provide the fleet with a close-range, hard defense against anti-ship cruise missiles, fixed-wing aircraft, and surface targets. It combines a single mount fire-control radar and a six-barrel Gatling gun firing depleted-uranium projectiles at a rate of 3,000 rounds per minute. Its projectiles are 2.5 times heavier than those made of steel.

Weight: 12,500 pounds

Gun: M61A1 Vulcan (gatling-type)

Ammunition: 20mm with high density penetrating projectile

Magazine Capacity: 989 rounds

Firing Rate: 3,000 rounds per minute

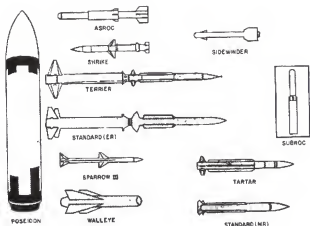
"Almost nothing is more treasured than LOYALTY."

"Loyalty is a two-way street."

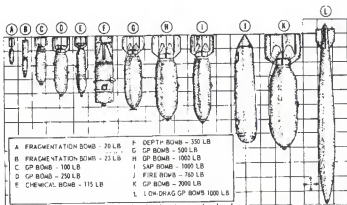
From the book: **Successful Leadership Today**

*"The superior man is firm in the right way,
not merely firm." CONFUCIUS*

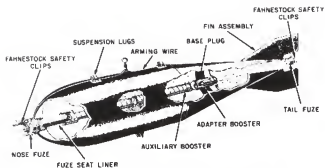
From the book: **Successful Leadership Today**



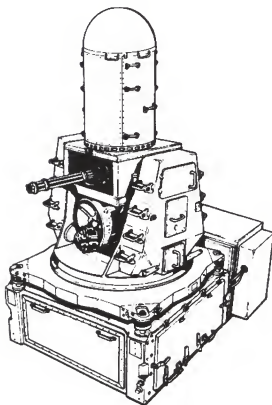
Navy Missiles and Rockets



Comparing Sizes of Some Conventional Bombs



Conventional Bomb Components







































Close-In Weapons System (CIWS)

CHAPTER 37

NAVY COMMUNICATIONS COLOR CODES FOR ALPHABET/NUMERAL FLAGS

ALFA -	WHITE/ BLUE	MIKE -	BLUE/ WHITE	YANKEE -	YELLOW/ RED
BRAVO -	RED	NOVEMBER -	BLUE/ WHITE	ZULU -	BLACK/ YELLOW/ BLUE/ RED
CHARLIE -	BLUE/ WHITE/ RED/ WHITE/ BLUE	OSCAR -	RED/ YELLOW	ONE -	RED/ YELLOW/ RED
DELTA -	YELLOW/ BLUE/ YELLOW	PAPA -	BLUE/ WHITE	TWO -	YELLOW/ RED/ YELLOW
ECHO -	BLUE/ RED	QUEBEC -	YELLOW	THREE -	BLUE/ RED/ BLUE
FOXTROT -	WHITE/ RED	ROMEO -	RED/ YELLOW	FOUR -	RED/ WHITE
GOLF -	YELLOW/ BLUE/ YELLOW/ BLUE/	SIERRA -	WHITE/ BLUE	FIVE -	YELLOW/ BLUE
		TANGO -	RED/ WHITE/ BLUE		

ALPHABET & NUMERAL FLAGS

FLAG and NAME	Spoken	Written	FLAG and NAME	Spoken	Written	FLAG and NAME	Spoken	Written
 A	ALFA	A	 M	MIKE	M	 Y	YANKEE	Y
 B	BRAVO	B	 N	NOVEMBER	N	 Z	ZULU	Z
 C	CHARLIE	C	 O	OSCAR	O	 1		
 D	DELTA	D	 P	PAPA	P			
 E	ECHO	E	 Q	QUEBEC	Q			
 F	FOXTROT	F	 R	ROMEO	R			
 G	GOLF	G	 S	SIERRA	S			
 H	HOTEL	H	 T	TANGO	T			
 I	INDIA	I	 U	UNIFORM	U			
 J	JULIETT	J	 V	VICTOR	V			
 K	KILO	K	 W	WHISKEY	W			
 L	LIMA	L	 X	XRAY	X			
						 2	TWO	2
						 3	THREE	3
						 4	FOUR	4
						 5	FIVE	5
						 6	SIX	6
						 7	SEVEN	7
						 8	EIGHT	8
						 9	NINE	9
						 0	ZERO	0

COLOR CODES FOR PENNANTS/SPECIAL FLAGS

PENNANT ONE	WHITE/RED
PENNANT TWO	BLUE/WHITE
PENNANT THREE	RED/WHITE/ BLUE
PENNANT FOUR	RED/WHITE
PENNANT FIVE	YELLOW/ BLUE
PENNANT SIX	BLACK/ WHITE
PENNANT SEVEN	YELLOW/ RED
PENNANT EIGHT	WHITE/ RED











CODE or ANSWER	RED/ WHITE/ RED/ WHITE/ RED SCREEN BLACK CORPEN RED/ WHITE DESIG- NATION WHITE/ BLUE/ WHITE DIVISION RED/ WHITE/ BLUE/ YELLOW
-----------------------	--



















NEGATIVE	BLUE/ YELLOW PREPARATIVE YELLOW/ GREEN/ YELLOW PORT RED/ WHITE/ RED/ WHITE/ RED/ WHITE/ RED SPEED RED SQUADRON BLUE/
-----------------	---

1ST SUBSTITUTE
3RD SUBSTITUTE
 BLUE/YELLOW
 WHITE/BLACK





2ND SUBSTITUTE
4TH SUBSTITUTE

NUMERAL PENNANTS, SPECIAL FLAGS & PENNANTS

PENNANT and NAME	Spoken	Written
 1	PENNANT ONE	p1
 2	PENNANT TWO	p2
 3	PENNANT THREE	p3
 4	PENNANT FOUR	p4
 5	PENNANT FIVE	p5
 6	PENNANT SIX	p6
 7	PENNANT SEVEN	p7
 8	PENNANT EIGHT	p8
 9	PENNANT NINE	p9
 0	PENNANT ZERO	p0
TACK LINE	TACK	

PENNANT or FLAG	Spoken	Written	PENNANT or FLAG	Spoken	Written
 CODE or ANSWER	CODE or ANSWER	CODE or ANS	 NEGATIVE	NEGAT	NEGAT
 SCREEN	SCREEN	SCREEN	 PREPARATIVE	PREP	PREP
 CORPEN	CORPEN	CORPEN	 PORT	PORT	PORT
 DESIG- NATION	DESIG	DESIG	 SPEED	SPEED	SPEED
 DIVISION	DIV	DIV	 SQUADRON	SQUAD	SQUAD
 EMERGENCY	EMERGENCY	EMERG	 STARBOARD	STARBOARD	STBD
 FLOTILLA	FLOT	FLOT	 STATION	STATION	STATION
 FORMATION	FORMATION	FORM	 SUBDIVISION	SUBDIV	SUBDIV
 INTER- ROGATIVE	INTER- ROGATIVE	INT	 TURN	TURN	TURN

SUBSTITUTES

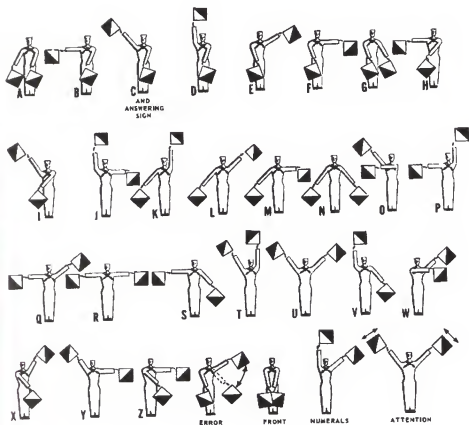
 1st. SUBSTITUTE	FIRST SUB	1st.	 3rd. SUBSTITUTE	THIRD SUB	3rd.
 2nd SUBSTITUTE	SECOND SUB	2nd	 4th. SUBSTITUTE	FOURTH SUB	4th.

PHONETIC ALPHABET & MORSE CODE

Letter	Phonetic Alphabet	Pronunciation Guide	International Morse Code
A	ALFA	AL FA	.-
B	BRAVO	BRAH VOH	----
C	CHARLIE	CHAR LEE	---.
D	DELTA	DELL TAH
E	ECHO	ECK OH	..
F	FOXTROT	FOKS TROT	..--
G	GOLF	GOLF	----
H	HOTEL	HOH TEL
I	INDIA	IN DEE AH	..
J	JULIETT	JEW LEE ETT	.-.-
K	KILO	KEY LOH	----
L	LIMA	LEE MAH
M	MIKE	MIKE	----
N	NOVEMBER	NO VEM BER	-. -
O	OSCAR	OSS CAH	----
P	PAPA	PAH PAH	.-.-
Q	QUEBEC	KAY BECK	----
R	ROMEO	ROW ME OH	----
S	SIERRA	SEE AIR RAH	...
T	TANGO	TANG GO	-
U	UNIFORM	YOU NEE FORM
V	VICTOR	VIK TAH
W	WHISKEY	WISS KEY	----
X	XRAY	ECKS RAY	----
Y	YANKEE	YANG KEY	----
Z	ZULU	ZOO LOO	----

Number	Pronunciation Guide	International Morse Code
1	WUN	----
2	TOO	----
3	THUH-REE	----
4	FO-WER	----
5	FI-YIV	----
6	SIX	----
7	SEVEN	----
8	ATE	----
9	NINER	----
0	ZERO	----

SEMAPHORE ALPHABET



CHAPTER 38

NAVY VOCABULARY

ABAFT	-Farther aft, as, "Aft the beam."
ABEAM	-On a relative bearing 90° (abeam to starboard), or 270° (abeam to port).
ABOARD	-On a ship or naval activity
ABREAST	-Same as abeam. Side by side.
ACCOMMODATION LADDER	-A ladder suspended over and inclining down the side of a ship to facilitate boarding the ship from boats.
ACE	-Pilot with five or more downed enemy aircraft.
ACOUSTIC TORPEDO	-Torpedo guided by sound
ADrift	-Loose from moorings and out of control. Applied to anything which is lost, out of and, or left lying about (as adrift clothing items placed in the lucky bag.).
AFLOAT	-Resting on water
AFT	-Toward the stern.
AFTER	-That which is farthest or most aft (as "after fireroom").
AFTERMOST	-More aft, nearest stern.
AFTERNOON WATCH	-The 1200-1600 watch.
AGROUND	-Resting fast to the bottom.
AHOY	-A hail or demand for attention (as "boat ahoy").
AIR BEDDING	-Bring bedding topside to air out, expose to fresh air.
AIR BOSS	-Slang: Air officer aboard an aircraft carrier or large ship with an air department.
AIR WING	-Squadrons aboard an aircraft carrier.
AIRDALE	-Slang: Naval aviation personnel
ALEE	-In the direction toward which wind is blowing. Downwind.
ALIVE	-Lively, energetic. ("Look alive.")
ALL FAST	-Lashed down or tied as necessary.
ALL HANDS	-Collective term for everyone at the command.
ALOFT	-Any area above the highest deck of a ship.

ALONGSIDE	-Next to or near a ship or pier.
AMIDSHIPS	-At, in, toward the middle.
ANCHORAGE	-An area designated to be used by ships for anchoring.
ANCHOR BALL	-Black ball hoisted to indicate ship at anchorage.
ANCHOR BUOY	-Small float attached to anchor. Used to locate anchor in case it breaks loose from a ship.
ANCHOR CABLE	-The wire, chain, or cable attached between the anchor and the ship.
ANCHOR LIGHTS	-Lights required to be lit when a vessel is anchored.
ANCHOR WATCH	-People made available to the OOD outside normal work hours for duties such as heaving in or paying out the anchor cable.
ARMAMENT	-The weapons of a ship.
ARMOR	-Extra heavy metal for protection against missiles, torpedoes, etc.
ARMORED DECK	-A deck below the main deck that provides added protection to vital spaces of a ship.
ARMORY	-Shipboard compartment where small arms are stowed.
ARRESTING CABLES	-Cables aboard an aircraft carrier flight deck used to safely "catch" the tailhook of a landing aircraft.
ASHORE	-On shore or beach.
ASSAULT CRAFT	-Vessels used in amphibious landings.
ASTERN	-Directly behind the ship.
ATHWART	-Across, at right angles to.
AUTO CAT	-Aircraft used to relay messages to/from ships.
AVAST	-Nautical word for stop ("avast heaving").
AWEIGH	-Nautical word meaning anchor is off the bottom.
AYE AYE	-Reply to a command or order meaning, "I understand and will obey."
BACKORDER	-A requisition that cannot be filled until additional stock is received.
BACKSTAY	-Piece of standing rigging leading aft.
BACKWASH	-Aft-running water caused by ship's propeller.

BALLAST	-Weight loaded into a ship to increase stability.
BALLISTIC MISSILE	-Has a two-stage flight path. In the first stage, a preset guidance system guides the missile on its flight path to the target. In the last stage, the missile is in a free trajectory. In contrast, a guided missile has a system that constantly updates and corrects the missile's heading until impact with the target.
BAR	-A long, narrow shoal across a harbor entrance.
BARGE	-(1) Type of small craft used to haul supplies or garbage; or, (2) Type of motorboat assigned for the personal use of a flag officer.
BARNACLES	-Small shellfish that attach themselves to bottoms of vessels and other submerged structures.
BATTEN DOWN	-To close any watertight fixture.
BATTERY	-Navy gun mounts are referred to as batteries. They may be called "main battery," "surface battery," or "machine gun battery."
BATTLE DRESS	-Protective clothing procedures in effect at general quarters.
BATTLE GROUP	-Group of different types of ships together in one organization/operation. Usually consists of an aircraft carrier & various surface ships. May include logistic ships.
BEAM	-(1) The extreme breadth of a vessel; or, (2) A transverse frame supporting a deck.
BEAR A HAND	-Provide assistance or expedite ("bear a hand with the field day").
BECKET	-Fitting on a block to which the dead end of a fall is attached.
BECKET BEND	-Simple knot used to tie two lines together.
BELAY	-(1) To secure a line to a fixed point; or, (2) Order to disregard a previous order, or to stop an action ("belay that last order").

BELOW	-Downward, or underneath present location.
BERTH	-(1) Bunk or rack; or (2) Duty assignment; or, (3) Mooring space assigned to a vessel.
BIGHT	-The middle part of a line, or a loop in a line.
BILGE	-Bottom of the hull near the keel.
BILGE KEEL	-A keel attached to the outside of a ship's hull, near the turn of the bilge, to reduce rolling.
BILGE PUMP	-Pump used to extract water from bilge.
BILLET	-Place or duty to which one is assigned.
BINNACLE	-Stand containing a magnetic compass.
BINNACLE LIST	-List of persons excused from duty because of illness.
BIRD FARM	-Slang: Aircraft carrier.
BITT	-Cylindrical upright fixture to which mooring or towing lines are secured aboard ship.
BITTER END	-The free or loose end of a line.
BLUEJACKET	-Enlisted person below E-7.
BOARD	-The action of going aboard a ship.
BOAT	-(1) Small craft capable of being carried aboard a ship; or, (2) A submarine.
BOAT BOOM	-A spar rigged out from the side of an anchored or moored ship to which boats are tied when not in use.
BOAT FALLS	-Tackle used to hoist and lower a boat in davits.
BOATHOOK	-A staff having a hook at one end, usually made of wood.
BOATSWAIN'S - CHAIR	A seat attached to a line for hoisting a person aloft.
BOATSWAIN'S LOCKER	-A compartment, usually forward on a ship, where lines and other equipment used by deck personnel are stowed.
BOGEY-	-Unidentified aircraft.
BOMB	-A "free-falling" weapon. It may or may not be guided by a guidance system.
BOOM	-A spar used for hoisting items aboard ship.
BOOMER	-Slang: Ballistic submarine.
BOOT TOPPING	-Black paint applied to a ship's sides along the waterline.
BOW	-The forward end of a vessel.

BRASSARD	-Arm band worn by shore patrol, OODs,
etc.	
BREAK OUT	-To bring out (as "break out supplies").
BREAST LINE	-Mooring line that leads from a ship to the pier at right angles to the ship.
BRIDGE	-The area in the superstructure of a ship from which the ship is operated.
BRIG	-Navy prison or place of confinement.
BRIGHTWORK	-Brass & other metals that require polishing.
BROW	-Another name for gangplank. Used to go from a ship to a pier, or from one ship to another ship.
BROWN BAGGER	-Person who brings lunch to work.
BULKHEAD	-A vertical partition in a ship.
BULL ENSIGN	-Senior ensign at a command.
BULWARK	-Solid barrier along the edges of weather decks.
BUNK	-Bed.
BUNTING	-Signal flags.
BUOY	-An anchored float used as an aid to navigation, or to mark the location of an object.
CABIN	-The living compartment of a ship's commanding officer ("the captain's cabin").
CAME	-Large timber or rectangular structure used as a fender between a ship and the pier.
CANNIBALIZE	-Remove good parts from one equipment to put into another equipment.
CAPSIZE	-To turn over, upside down.
CARGO HOLDS	-Large spaces with hatch openings on the main deck. Used to carry cargo for other ships.
CARRY ON	-Command given to resume or continue normal activity.
CAST OFF	-To throw off, as mooring lines
CAT	-Short for catapult
CATAPULT	-Device used to launch aircraft off an aircraft carrier.
CATWALK	-Walkway that avoids obstructions aboard a ship.

CHAIN LOCKER	-Space where the anchor chain is stowed.
CHART	-A nautical map.
CHARTHOUSE	-Contains navigational instruments. Usually located just aft of pilothouse.
CHOCK	-Deck fitting through which mooring lines are led.
CHOP	-To change operational commanders. Outchop from one commander. Inchop to another commander.
CHOW	-Food.
CLAMP DOWN	-To mop with a damp swab, or light water with a dry swab.
CLEAT	-A metal casting with two projecting arms to which a line is passed.
CLOSE UP	-To hoist all the way up. Two-block.
COAMING	-Bulwark around a hatch opening.
COFFERDAM	-Void between shipboard compartments.
COLORS	-(1) The national ensign; or, (2) The act of raising or lowering the ensign in the morning and in the evening.
COMBATANT SHIP	-A ship whose primary mission is combat.
COMBAT INFORMATION CENTER(CIC)	-This is the nerve center of a ship This is where combat information is collected, evaluated, and acted upon.
COMMISSION	-(1) Ship entering active naval service. (2) Person attaining commissioned officer status.
COMMISSION PENNANT	-A long, narrow, starred and striped pennant flown only aboard a commissioned ship.
COMPANIONWAY	-A deck opening giving access to a ladder to go from one deck to another deck.
COMPARTMENT	-An interior space, or room, aboard a ship.
CONN	-Station from which a ship is controlled.
CONSUMABLE SUPPLIES	-Administrative & housekeeping items, routine maintenance tools, & general purpose hardware.
CONTROLLED EQUIPAGE	-Selected items of equipage which required increase management control due to high cost, vulnerability to pilferage, or essential to the ship's mission.

COPPERS	-Large cooking pots in a galley.
CORRECTIONAL CUSTODY	-The physical restraint (confinement) of a person during duty or nonduty hours, or both.
COURSE	-A ship's desired direction of travel.
COVER -	Slang for headgear, hat.
COXSWAIN	-Enlisted person in charge of a boat.
CREW	-Enlisted persons aboard a ship.
CRUISE	-The deployment of a ship or squadron, usually overseas, that lasts several months.
DAMAGE CONTROL CENTRAL(DCC)	-Maintains damage control information for the entire ship. Ensures proper material conditions are set and maintained. Coordinates any and all damage control repairs, and makes reports to the bridge.
DARKEN SHIP	-To turn off all external lights and close all openings through which lights could be seen from outside the ship.
DAVEY JONES LOCKER	-The bottom of the ocean.
DEAD AHEAD	-Directly ahead, bearing 000 degrees.
DEAD ASTERN	-Directly behind, bearing 180 degrees.
DEAD HORSE	-Drawing advance pay. When paying it back it is referred to as paying off a "dead horse."
DECK	-Horizontal planking or plating which divides a ship into horizontal layers.
DECK LOG	-Official record maintained aboard a commissioned ship.
DEEP SIX	-To throw something over the side of a ship.
DEPLOYMENT	-To deploy away from home port. See cruise.
DEPTH CHARGE	-An antisubmarine weapons system. Can be fired or dropped by ships or aircraft. Set to explode at certain depths or in close proximity to a submarine.
DIP	-The act of lowering a flag part way down and then raising it again, as in a salute or honoring of another ship.
DISPENSARY	-Small medical facility with less services than a hospital.

DOG	-Metal fitting used to close portholes or hatches.
DOG DOWN	-To set the dogs on a door or hatch.
DOG WATCH	-The dividing of the 1600-2000 watch. The first dog watch is 1600-1800. The second dog watch is 1800-2000.
DOUBLE UP	-Act of doubling the number of mooring lines used.
DRAFT	-The vertical distance from the keel to the waterline.
DRIFT	-The speed at which a vessel is pushed off course by wind and current.
DRY RUN	-A practice exercise before actual event/activity.
DUNNAGE	-Material (such as lumber or burlap) used in stowing material to provide protection to both the material & the ship.
EASE OFF	-To slacken, make slack.
EBB	-Referring to a falling tide.
EQUIPAGE	-Items of a durable nature not consumed in use and are essential to the ship's mission.
EVAPORATOR	-Equipment used to make fresh water from seawater.
EXPENDITURE	-Any act which results in a decrease in Navy assets (material or funds).
EXTRA DUTY	-The assignment of any duty to be performed after a person's regular work hours, not to exceed two hours daily, and not performed on holidays. Petty officers may not be assigned extra duties that would demean their grade or position.
EYES	-The most forward part of the forecastle.
FALL IN	-Command given to get into ranks at attention.
FALL OUT	-Dispersal command given at conclusion of formal activities.
FANTAIL	-The after end of the main deck.
FATHOM	-A unit of depth measure equal to six feet.

FEED WATER	-Fresh distilled water for ship's boilers made from salt water by ship's evaporators.
FENDER	-A cushioning device hung over the side of a ship to prevent contact between a ship and a pier, or another ship.
FIELD DAY	-A time or day devoted to a complete clean-up of a space or ship.
FIREMAIN	-Piping system to which fire hydrants are connected aboard ship.
FISCAL YEAR	-A 12-month period selected for accounting purposes. The government fiscal year begins 1 October and ends 30 September of the following year.
FLAG BAG	-Storage container for ship's flags.
FLAG OFFICER	-An admiral. Authorized to fly personal flag.
FLAGSTAFF	-Vertical staff at the stern to which the ensign is hoisted when moored or at anchorage.
FLANK SPEED	-Make maximum possible speed.
FLIGHT DECK	-Top deck of an aircraft carrier. Used for aircraft take-offs & landings.
FLYING BRIDGE	-The uppermost part of a ship.
FOGY	-A longevity pay increase.
FORE AND AFT	-The entire length of a vessel.
FORECASTLE	-Forward section of the main deck (pronounced "fok-sul").
FOREMAST	-The first mast aft of the bow.
FORENOON WATCH	-The 0800-1200 watch (also called the morning watch).
FORESTAY	-A stay leading forward.
FOUL ANCHOR	-An anchor entangled with its line/chain or other obstruction.
FOUL UP	-Make mistake. Getting into trouble.
FRAME	-The athwartship strength member of a ship's hull.
FREEBOARD	-Distance from water line to weather deck.
FROCK	-To wear rank of next higher pay grade without receiving higher pay. This might be done prior to actual promotion to next grade.

GAFF	-A light spar set at an angle from the upper part of a mast. The ensign is usually flown from the gaff underway.
GALLEY	-Space where food is prepared aboard ship.
GENERAL MESSAGE	-A message originated at a high Navy level & distributed to the entire Navy, or large segments of the Navy.
GENERAL QUARTERS	-Battle stations aboard ship.
GEORGE	-The junior ensign at a command.
GIG	-Boat assigned for the commanding officer's personal use.
GOLDBRICK	-One who loafes, goofs off.
GRANNY KNOT	-An incorrectly tied square knot.
GROMMET	-Reinforced hole in canvas.
GROUND TACKLE	-The collective term for the articles of equipment used in connection with anchoring and mooring.
GUIDED MISSILE	-Has a guidance system that constantly updates and corrects the missile's heading until impact with a target.
HALF MAST	-Flying the flag half way up mast/pole. Done in honor of someone recently deceased.
HALYARD	-A light line used to hoist a flag or pennant.
HANGAR DECK	-Large deck below flight deck where airplanes are stored and serviced.
HARD OVER	-Condition of a rudder which has been turned to the maximum possible rudder angle.
HASH MARK	-Service stripe indicating four years of Naval Service.
HATCH	-A square or rectangular access in a deck.
HAUL DOWN	-Action of lowering signal flags.
HAWSEPIPE	-Opening through which the anchor cable runs from the deck out through the side.
HAWSER	-Any heavy wire or line used for towing or mooring.
HEAD	-Latrine, washroom.
HEADING	-The direction toward which the ship is pointed.
HEAVE	-To throw.

HEAVE IN	-Take in line or cable.
HEAVE TO	-The act of a ship in stopping or reducing headway just enough to maintain steerageway.
HELM	-Mechanical device used to turn the rudder. Usually a wheel aboard a ship.
HITCH	-Slang for reenlistment term.
HOLIDAY	-Space on a painted surface which was not painted.
HOLIDAY ROUTINE	-A day off from normal ship's routine.
HULL	-The shell, or plating, of a ship.
INBOARD	-Toward the centerline.
INLET	-A narrow strip of sea extending into land.
INSHORE	-Close to the shore.
IRISH PENNANT	-A loose end of line left dangling. Loose thread on clothes.
ISLAND	-Superstructure on starboard side of flight deck of an aircraft carrier.
JACK	-Starred blue flag flown at the jackstay of a commissioned ship not underway.
JACKSTAFF	-Vertical spar at the stern to which the jack is hoisted.
JACOB'S LADDER	-A portable rope or wire ladder.
JETTISON	-Throw over the side.
JUMP SHIP	-The act of deserting a ship.
JURY RIG	-Any makeshift device or apparatus.
KEEL	-The lowermost longitudinal strength member from which the frames and plating rise.
KNIFE EDGE	-Rim of hatch or door frame.
KNOCK OFF	-Quit work(ing).
KNOT	-(1) Measure of speed (See nautical mile). (2) "Ties" in lines of ropes.
LADDER	-A shipboard flight of steps.
LANDING CRAFT	-Vessel especially designed for landing troops and equipment directly on the beach (such as an LCU).
LANDLUBBER	-Nautical term for someone who has not been to sea.
LASH	-To secure an object by turns of line, wire, or chain.

LEE	-An area sheltered from the wind. Downwind.
LEEWARD	-Direction toward which the wind is blowing.
LIBERTY	-Permission to be absent from a ship or station for less than a period of leave.
LIFELINES	-Wire ropes supported by stanchions.
LIGHT OFF	-To start up equipment.
LINE	-A term applied to any rope which is not wire rope.
LINE OFFICER	-An officer eligible to assume command at sea duties. Staff officers (Medical, Supply, etc.) cannot assume command at sea.
LIST	-Refers to athwartship balance (port or starboard) of a ship.
LOG ROOM	-Engineer's record space/room aboard ship.
LOOK ALIVE	-Admonishment meaning "be alert," or "move faster."
LUCKY BAG	-Locker used to stow gear found adrift. Usually controlled by Master-at-Arms.
MAE WEST	-Nautical term for specific type of life jacket.
MAGAZINE	-Compartment used for the stowage of ammunition.
MANNING THE RAIL	-Event where ship's crew lines up on the rails of a ship to honor an event or a person.
MARLINESPIKE	-Tapered tool used to help splice rope and wire.
MATE	-Another sailor.
MAY DAY	-International voice distress call.
MEATBALL	-Slang for battle efficiency pennant.
MESSAGE CENTER	-The secure place aboard ship where messages are sent/received to and from other ships/shore stations.
MESS DECK	-Space where ship's crew eats (General Mess).
MIDSHIPMAN	-An officer-in-training student at the U. S. Naval Academy or a member of an NROTC unit at a college/university.
MIDWATCH	-The 0000-0400 watch.
MINE	-An underwater explosive weapon, usually put in a fixed position. A mine

	can explode when a ship touches it or comes close to it, depending on the type of mine.
MISSILE	-A self-propelled weapon containing an explosion section, a propulsion section, and a guidance section. A missile can change its direction, or heading, after it has been fired.
MONKEY FIST	-Weighted knot on a heaving line.
MOOR	-To dock or secure ship to a pier.
MOORING LINE	-Line used to secure ship to a pier.
MORSE CODE	-Signals consisting of dots and dashes.
MUSTER	-A roll call.
NAUTICAL MILE	-The equivalent of 6,076 feet.
NEST	-Two or more ships tied up alongside each other.
ORDNANCE	-A term that includes everything that makes up a ship's or aircraft's firepower. This includes guns, missiles, rockets, ammunition, gun mounts and turrets.
OUTBOARD	-Away from the centerline. More outward.
OUTSTANDING	-A requisition for which not all requested material has been received.
REQUISITION	-The underside of a deck.
OVERHEAD	-Slang: To desert.
OVER THE HILL	
PASSAGEWAY -	A corridor aboard a ship.
PAY OUT	-To feed out, as a line.
PIER	-Structure extending from land out into the water. Used for mooring ships.
PILOTHOUSE	-Enclosure on the bridge housing the main steering controls.
PITCH	-Vertical rise and fall of a ship's bow caused by ocean currents.
PLANKOWNER	-A person stationed on a ship when it is placed in commission.
PLAN OF THE DAY	-A listing of the daily activities and events of a command.
POLLYWOG	-A sailor who has never crossed the Equator.
PORK CHOP	-Slang: Supply officers
PORT	-The left side.

PRIVATE MESS	-A mess (such as the wardroom mess) in which the cost involved is not met by appropriated funds.
PROCUREMENT	-The act of obtaining materials or services.
PROPELLER GUARDS	-Steel braces above the propellers to prevent them from hitting a dock, pier, or other objects.
PYROTECHNICS	-Ammunition containing chemicals that produce smoke or light.
QUARTERDECK	-Deck area designated by the commanding officer as the place to carry out official functions.
QUARTERS	-(1) Stations for shipboard evolutions; or (2) Living spaces.
QUAY	-Solid structure along a bank used for loading and off-loading ships.
RACK	-Slang: Bunk
RAT GUARDS	-Metal cones placed on mooring lines to prevent rats from gaining access aboard ship by climbing up on the mooring lines.
RATIONS	-Meal. Food.
REEF	-An underwater ledge rising abruptly from the ocean's floor.
RESTRICTION	-The requirement to remain within certain specified limits (ship, station, etc.).
ROCKET	-A self-propelled weapon with an explosive and a propulsion section. Once a rocket has been fired, it is unable to change its direction or movement pattern.
ROPEYARN SUNDAY	-Term applied to an otherwise workday which has been granted as a holiday for the purpose of taking care of personal business.
SACK	-Slang: Bunk. Rack.
SCRAMBLED EGGS	-Slang for gold ornament on commander & above officer hat bills.
SCREW	-Ship's propeller.
SCUTTLE	-The act of deliberately sinking a vessel.

SCUTTLEBUTT	-(1) Water or drinking fountain; or, (2) Navy rumor.
SEA CABIN	-Captain's sleeping quarters. Usually located near the bridge.
SEA LAWYER	-A sailor who supposedly knows all the rules and laws, and freely passes out this information.
SECONDARY CONN	-Contains equipment needed for ship's control in the event of control loss in primary control.
SECURE	-(1) To make fast; or, (2) To stop doing something.
SEMAPHORE	-Form of visual communications.
SET THE WATCH	-Establish normal watch conditions.
SHAKE A LEG	-Admonishment to move faster.
SHELLBACK	-A sailor who has crossed the Equator and survived King Neptune's court punishment.
SHIFT COLORS	-To change the arrangement of colors when getting underway, mooring, or anchoring.
SHIPMATE	-A sailor friend.
SHIP'S COMPANY	-Every one assigned to a particular navy command/ship.
SHIP'S CONTROL CONSOLE	-Consists of the engine and propeller order sections. Controls the speed and direction of the ship.
SHOAL	-Place of shallow water.
SHORE LEAVE	-Officer's liberty.
SICKBAY	-Shipboard hospital.
SIDE BOY	-Sailor(s) who form(s) ranks at quarterdeck or gangway in part of official functions.
SIGNAL BRIDGE	-Open area on the superstructure equipped with signal searchlights, flags, yardarm blinker controls, and other equipment used by Signalmen aboard ship.
SINGLE UP	-Act of un-doubling, or bringing the number of securing lines from ship to pier from two to one.
SKIVVY(IES)	-Nautical term for underwear.
SKYLARK	-To play around.
SLIP	-A narrow space between two piers.
SMALL STORES	-A shop that sells clothing items to sailors.

SNIPE	-Slang: Engineering person.
SPANNER	-A wrench used for tightening couplings on a firehose.
SQUARE AWAY	-To put in proper order, make right.
STAFF CORPS	-Officers not eligible to assume command at sea duties. Includes: supply, medical, dental corps.
OFFICER	
STANCHION	-Vertical post used for supporting decks, lifelines, etc.
STANDBY	-To wait.
STARBOARD	-The right side.
STATEROOM	-A living compartment for officers aboard ship.
STEM	-The forward most part of a ship.
STERN	-The point at the aft end of the ship where port and starboard meet.
SUPERSTRUCTURE	-Ship's structure above the main deck.
SURVEY	-The procedure used to expend material from stock records and accounts when it is deteriorated, damaged, lost, missing, or otherwise unavailable for its intended use.
SWAB	-Navy "mop."
TATTOO	-Call to announce taps (turn in) in 5 minutes.
TIN CAN	-Slang: Destroyer (ship).
TOPSIDE	-General term meaning above decks, or the weather decks.
TORPEDO	-Self-propelled underwater missile device. It can be used against surface or underwater vessels.
TRIM	-The relationship between the fore and aft draft.
TURN IN	-Go to bed.
TURN TO	-Commence work.
UNDERWAY	-Term meaning a ship has cast off all lines to pier (or hoisted anchor) and is at sea under own power.
VOID	-An empty space or tank aboard ship.
WAKE	-Trail left by moving vessel in the water.
WARDROOM	-Space aboard ship where officers eat.

WATERLINE	-The point where the hull meets the surface of the water.
WATERTIGHT INTEGRITY	-The degree or quality of watertightness.
WEATHER DECK	-Ship's decks exposed to the weather.
WEAPON SYSTEM	-Consists of a weapon and the associated equipment required to operate and control the weapon.
WHARF	-Somewhat like a quay but built in the fashion of a pier.
WHEELHOUSE	-Pilot house.
WHITE HAT	-Slang: Enlisted person E-1 to E-6.
WORKING PARTY	-Group of people (usually junior in rank) assigned to carry out a specific short-term task.

CHAPTER 39

NAVY ACRONYMS

AA	Anti-Aircraft
AAA	Anti-Aircraft Artillery
AAB	Aircraft Accident Board
AAFES	Army & Air Force Exchange System
AAI	Aircraft Accident Investigation
AAM	Air-to-Air Missile
AAP	Affirmative Action Plan
AAR	Aircraft Accident Report
AAW	Anti-Air Warfare
AAWC	Anti-Air Warfare Center
ABM	Anti-Ballistic Missile
A/C	Aircraft
AC	Aircraft Commander
ACB	Amphibious Construction Battalion
ACBD	Active Commission Base Date
ACDU	Active Duty
ACDUTRA	Active Duty for Training
ACE	American Council on Education
ACFT	Aircraft
ACIP	Aviation Career Incentive Pay
ACNO	Assistant Chief of Naval Operations
ACOS	Assistant Chief of Staff
ACR	Allowance Change Request
ACP	Allied Communications Publication
ACTY	Activity
AD	Destroyer Tender (Ship)
ADBD	Active Duty Base Date
ADCOM	Administrative Command
ADP	Automatic Data Processing
ADTAKE	Advise When Action Taken
ADV	Advance/Advancement
AE	Ammunition Ship
AEL	Allowance Equipage List
AEP	Advanced Education Program
AER	Alteration Equivalent to a Repair
AEW	Airborne Early Warning
AFFF	Aqueous Film Forming Foam
AFQT	Armed Forces Qualification Test
AFRS	Armed Forces Radio Service
AFRTS	American Forces Radio and Television Service

AFS	Combat Stores Ship
A/G	Air-Ground
AGM	Air-to-Ground Missile
AH	Hospital Ship
AIB	Aircraft Instrument Bulletin
AIG	Address Indicating Group
AIOPS	Air Operations
AIS	Automated Information System
ALCOM	All Commands
ALNAV	All Navy Activities. General Message
ALT	Alteration
AMB	Aircraft Mishap Board
AMEB	American Embassy
AMPHIB	Amphibious
AMRAAM	Advanced Medium Range Air-to-Air Missile
AO	Oiler (Ships)
AOC	Aviation Officer Candidate
AOCP	Aviation Officer Continuation Pay
AOE	Fast Combat Support Ship
AOR	Replenishment Oiler
A/P	Airplane
APL	Allowance Parts List
APO	Army Post Office
AR	Repair Ship
ARC	American Red Cross
	Alcohol Rehabilitation Center
ARFCOS	Armed Forces Courier Service
ARFCOSTA	Armed Forces Courier Station
ARM	Anti-Radiation Missile
ARS	Salvage & Rescue Ship
	Alcohol Rehabilitation Services
A/S	Air Speed
AS	Submarine Tender (Ship)
ASAP	As Soon As Possible
ASBD	Active Service Base Date
ASCOMM	Antisubmarine Warfare Communications
ASMD	Anti-Ship Missile Defense
ASO	Aviation Safety/Supply Office
ASR	Submarine Rescue Ship
ASROC	Anti-Submarine Rocket
ASVAB	Armed Services Vocational Aptitude Battery
ASW	Anti-Submarine Warfare
ASWOC	Antisubmarine Warfare Operational Center
ATCO	Air Traffic Control Office(r)
ATD	Airborne Technical Data (system operator)
ATF	Fleet Ocean Tug

ATP	Allied Tactical Publication
AUTODIN	Automatic Digital Network
AWCLS	All-Weather Carrier Landing System
AWOL	Absent Without Leave
AXP	Allied Exercise Publication
BAQ	Basic Allowance for Quarters
BAS	Basic Allowance for Subsistence
BASEOPS	Base Operations
BCD	Bad Conduct Discharge
BDS	Battle Dressing Station
BG	Battle Group
BI	Background Investigation
BMOW	Boatswain's Mate of the Watch
BOH	Baseline Overhaul
BOOST	Broadened Opportunity for Officer Selection & Training
BOQ	Bachelor Officers Quarters
BP	Base Pay
CAAC	Counseling and Assistance Center
CACO	Casualty Assistance Calls Officer
CACP	Casualty Assistance Calls Program
CAG	Carrier Air Group
CAGE	Commercial And Government Entity
CANTRAC	Catalog of Navy Training Courses
CAP	Civic Action Program
	Combat Air Patrol
CARDIV	Carrier Division
CARQUAL	Carrier Qualification
CASCOR	Casualty Correction Report
CASREP	Casualty Report
CAT	Civil Action Team (Seabees)
CATCC	Carrier Air Traffic Control Center
CAW	Carrier Air Wing
CBO	Congressional Budget Office
CBMU	Construction Battalion Maintenance Unit Seabees)
CBU	Construction Battalion Unit (Seabees)
CCB	Configuration Control Board
CDO	Command Duty Officer
CDP	College Degree Program
CEC	Civil Engineer Corps
CG	Guided Missile Cruiser Coast Guard
CGN	Nuclear Powered Guided Missile Cruiser

CHAMPUS	Civilian Health & Medical Program of the Uniformed Services
CHC	Chaplain Corps
CIC	Combat Information Center
CID	Criminal Investigative Division
CINC	Commander-in-Chief
CIWS	Close-in Weapon System
CMA	Clothing Maintenance Allowance
C/MC	Command Master Chief
CMAA	Chief Master-at-Arms
CMIO	Communications Material Issuing Office
CMS	Communications Security Material System
CNO	Chief of Naval Operations
CO	Commanding Officer
COB	Chief of the Boat
COD	Carrier Onboard Delivery
CODAA	Collateral Duty Alcoholism Advisor
COH	Complex Overhaul
COLA	Cost of Living Allowance
COMMSTA	Communications Station
COMRATS	Commuted Rations
COMSEC	Communications Security
CONUS	Continental United States
COSAL	Coordinated Shipboard Allowance List
CPO	Chief Petty Officer
CPX	Command Post Exercise
C/SC	Command Senior Chief
CSMP	Current Ship's Maintenance Project
CTE	Commander, Task Element
CTF	Commander, Task Force
CTG	Commander, Task Group
CTT	Command Training Team
CTU	Commander, Task Unit
CV	Multipurpose Aircraft Carrier
CVBG	Carrier Battle Group
CVN	Nuclear Multipurpose Aircraft Carrier
CW	Continuous Wave (Morse code)
CWO	Chief Warrant Officer Communications Watch Officer
DACOWITS	Defense Advisory Committee on Women in the Service
DANTES	Defense Activity for Nontraditional Education Support
DAPA	Drug and Alcohol Program Advisor
DC	Damage Control

DCA	Damage Control Assistant
	Defense Communications Agency
DCAOC	Defense Communications Agency Operations Center
DCC	Damage Control Central
DCNO	Deputy, Chief of Naval Operations
DCS	Defense Communications System
DD	Destroyer (Ship)
	Dishonorable Discharge
DDCCPO	Department Damage Control Chief Petty Officer
DDCPO	Division Damage Control Chief Petty Officer
DDG	Guided Missile Destroyer (Ship)
DEERS	Defense Enrollment Eligibility Reporting System
DELREP	Delay in Reporting
DET	Detachment
DIA	Defense Intelligence Agency
DIC	Dependency and Indemnity Compensation
DICOMP	Dependents Indemnity Compensation
DIFDEN	Duty in A Flying Status Not Involving Flying
DIFOT	Duty in Flying Status Involving Operational or Training Flights
DIS	Defense Investigative Service
DLA	Defense Logistic Agency
	Dislocation Allowance
DO	Duty Officer
DOB	Date of Birth
DOD	Department of Defense
DODDS	Department of Defense Dependent School(s)
DON	Department of the Navy
DR	Dead Reckoning
DRT	Dead Reckoning Tracer
DSC	Defense Supply Center
DSRV	Deep-Submergence Rescue Vehicle
DTG	Date-Time-Group
DUFLY	Duty Involving Flying Status
DUNIS	Duty Under Instruction
EAM	Emergency Action Message
EAOS	End Active Obligated Service
EAWS	Enlisted Aviation Warfare Specialist
ECM	Electronic Countermeasures
ECP	Emergency Command Post
	Enlisted Commissioning Program
EDO	Engineering Duty Officer
EDVR	Enlisted Distribution Verification Report
EEAP	Enlisted Education Advancement Program

EEFI	Essential Elements of Friendly Information
EGL	Equipage Guide List
EIC	Equipment Identification Code
EMI	Extra Military Instruction
EMO	Electronics Material Officer
ENL	Enlisted
ENTNAC	Entrance National Agency Check (security clearance)
EO	Equal Opportunity
EOD	Explosive Ordnance Disposal
EOH	End of Overhaul
ERP	Extended Refit Program
ESO	Educational Services Officer
ESRA	Extended Selected Restricted Availability
ESWS	Enlisted Surface Warfare Specialist
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
ETP	Education and Training Program
EVAL	Evaluation
FAA	Federal Aviation Administration
FAAWC	Force Anti-Air Warfare Coordinator
FAC	Facility
FASO	Field Aviation Supply Office
FAU	Flag Administrative Unit
FAW	Fleet Air Wing
FBM	Fleet Ballistic Missile
FDHD	Flight Deck Hazardous Duty
FF	Frigate
FFG	Guided Missile Frigate
FIT	Fleet Indoctrination Team
FITREP	Fitness Report (officers & CPOs)
FITRON	Fighter Squadron
FLTSATCOM	Fleet Satellite Communications
FOA	Fitting Out Availability
FOUO	For Official Use Only
F M/C	Force Master Chief
FMP	Fleet Maintenance Program
FMSO	Fleet Material Support Office
FNAEB	Field Naval Aviation Evaluation Board
FPO	Fleet Post Office
FRAG	Fragmentation (bomb or hand grenade)
FRAMP	Fleet Readiness Aviation Maintenance Personnel
FSA	Family Separation Allowance
FSC	Family Services Center

Federal Supply Classification

GAO	Government Accounting Office
GCA	Ground-Controlled Approach
GCI	Ground-Controlled Interception
GCM	General Court-Martial
GFE	Government Furnished Equipment
GMT	General Military Training
GPO	Government Printing Office
GUARD III	Guaranteed Assignment Retention Detailing (program)
HEAT	High-Explosive Anti-Tank (rocket warhead)
HHG	Household Goods
HRO	Housing Referral Office
HSG	Housing
HUK	Hunter-Killer
HUMS	Humanitarian Reassignment
HZ	Hertz (Cycles)
IAW	In Accordance With
ICBM	Intercontinental Ballistic Missile
ID	Identification
IFF	Identification, Friend or Foe
IG	Inspector General
ILO	Integrated Logistics Overhaul
ILS	Integrated Logistics Support
IMA	Intermediate Maintenance Activity
INSURV	Inspection and Survey Board
IRBM	Intermediate Range Ballistic Missile
IRR	Individual Ready Reserve
JA	Judge Advocate
JAG	Judge Advocate General
JAGC	Judge Advocate General Corps
JANAP	Joint Army-Navy-Air Force Publication
JANCOM	Joint Army-Navy Communications
JARCC	Joint Air Reconnaissance Coordination Center
JCN	Job Control Number
JML	Job Material List
JNROTC	Junior Naval Reserve Officers Training Corps
JO	Junior Officer
	Job Order
JOOD	Junior Officer of the Day/Deck
JOOW	Junior Officer of the Watch
JOPREP	Joint Operational Reporting

JRCC	Joint Rescue Coordination Center
JSN	Job Sequence Number
JTF	Joint Task Force
JTG	Joint Task Group
JTR	Joint Travel Regulations
JUMPS	Joint Uniform Military Pay System
KIA	Killed In Action
KISS	Keep It Simple Stupid (The "KISS" principle)
LAMPS	Light Airborne Multipurpose System (helos on ships)
LANT	Atlantic
LAO	Legal Assistance Office(r)
LARP	Launch and Recovery Platform
LCC	Amphibious Command Ship
LCPO	Leading Chief Petty Officer
LDO	Limited Duty Officer
LEP	Law Education Program
LES	List of Effective Pages
LHA	Leave and Earnings Statement
LHD	Amphibious Assault Ship
LHD	Amphibious Warfare Ship
LKA	Amphibious Cargo Ship
LMET	Leadership and Management Education and Training
LOD	Line of Departure
LOE	Light Off Examination
LOEP	List Of Effective Pages
LOGREP	Logistics Replenishment
LORAN	Long-Range Navigation
LOS	Line of Sight
LOX	Liquid Oxygen
LPD	Amphibious Transport Dock (Ship)
LPH	Amphibious Assault Ship
LPO	Leading Petty Officer
LSD	Dock Landing Ship
LSO	Landing Signal Officer
LST	Tank Landing Ship
LV	Leave
LVRATS	Leave Rations
MAA	Master-At-Arms
MAAG	Military Assistance Advisory Group
MAB	Marine Amphibious Brigade
MACHALT	Machine Alteration

MAD	Magnetic Anomaly Detection
MARBKS	Marine Barracks
MARDET	Marine Detachment
(MMM)3M	Maintenance and Material Management (System)
MAU	Marine Amphibious Unit
MAW	Marine Air Wing
MCAS	Marine Corps Air Station
MCM	Mine Countermeasures
	Manual for Courts-Martial
MCPO	Master Chief Petty Officer
MCPON	Master Chief Petty Officer of the Navy
MDCS	Maintenance Data Collection Subsystem
MDS	Maintenance Data System
MEPS	Military Enlistment Processing Station
MGT	Management
MIA	Missing in Action
MIDN	Midshipman
MIJI	Meconing, Intrusion, Jamming and Interference
MILCON	Military Construction
MILSPEC	Military Specification
MILSTRIP	Military Standard Requisitioning and Issue Procedure
MILPERSMAN	Military Personnel Manual
MIP	Maintenance Index Page
MIRV	Multiple Independently Targetable Reentry Vehicle
MIS	Management Information System
MISC	Miscellaneous
MK	Mark
MMR	Main Machinery Room
MOD	Modification
MOQ	Married Officers' Quarters
MOTU	Mobile Technical Unit
MRC	Movement Reporting Center
	Maintenance Requirement Card
MRE	Meals Ready-to-Eat
MRO	Movement Reporting Office
MSC	Military Sealift Command
	Medical Service Corps
MSG	Message
MSO	Minesweeper (Ship)
NAAF	Naval Auxiliary Air Field
NAAS	Naval Auxiliary Air Station
NAB	Naval Amphibious Base

NAC	National Agency Check
NADC	Naval Air Development Center
NAF	Naval Air Facility
NAG	Naval Advisory Group
NALC	Naval Ammunition Logistic Code
NAPS	Naval Academy Preparatory School
NAR	No Action Required
NAS	Naval Air Station
NASAP	Navy Alcohol Safety Action Program
NATO	North Atlantic Treaty Organization
NATOPS	Naval Air Training & Operating Procedures Standardization Program
NAVACT	Naval Activity
NAVCAD	Naval Academy
NAVFAC	Naval Facility
NAVFOR	Naval Forces
NAVSTA	Naval Station
NCB	Naval Construction Brigade (Seabees)
NCFSU	Naval Construction Forces Support Unit (Seabees)
NCIS	Naval Criminal Investigative Service
NCR	Naval Construction Regiment (Seabees)
NCTAMS	Naval Computer & Telecommunications Area Master Station
NCTS	Naval Computer & Telecommunications Station
NEC	Navy Enlisted Classification
NEX	Navy Exchange
NFCU	Navy Federal Credit Union
NFO	Naval Flight Officer
NIS	Not In Stock
NJP	Nonjudicial Punishment
NLT	No/Not Later Than
NMCB	Naval Mobile Construction Battalion (Seabees)
NMPC	Naval Military Personnel Command
NOBC	Naval Officers Billet Code
NOL	Naval Ordnance Laboratory
NOTAL	Not To All
NOTAM	Notice to Airmen
NOTU	Naval Ordnance Test Unit
NPPSO	Navy Publication and Printing Services Office
NPS	Naval Postgraduate School
NR	Naval Reserve
NRCC	Nonresident Career Course
NRL	Naval Research Laboratory
NROTC	Naval Reserve Officer Training Corps
NRS	Navy Relief Society

NSC	Naval Supply Center
NSFO	Navy Standard Fuel Oil
NSGA	Naval Security Group Activity
NSN	National Stock Number
NSU	Naval Support Unit (Seabees)
NSWC	Naval Surface Weapons Center
NTC	Naval Training Center
NTCC	Naval Telecommunication Center
NTDS	Naval Technical Data System
NTP	Naval Telecommunication Publication
	Navy Training Plan
NTS	Naval Training Station
NUPOC	Nuclear Propulsion Officer Candidate Program
NWCA	Navy Wives Club of America
NWIP	Naval Warfare Information Publication
NWP	Naval Warfare Publication
NWPL	Naval Warfare Publication Library
NWT	Non-Watertight Door
OBA	Oxygen Breathing Apparatus
OCC	Officer Correspondence Course
OCHAMPUS	Office of the Civilian Health & Medical Program of the Uniformed Services
OCS	Officer Candidate School
OHA	Overseas Housing Allowance
OJAG	Office of the Judge Advocate General
OJT	On-the-Job Training
OLA	Office of Legislative Affairs
OOD	Officer of the Day/Deck
OPNAV	Office of the Chief of Naval Operations
OPORD	Operations Order
OPREP	Operational Report
OPS	Operations
OPSIG	Operating Signal
OPTAR	Operating Target (budget)
ORD	Ordnance
ORDALT	Ordnance Alteration
ORE	Operational Readiness Evaluation
ORI	Operational Readiness Inspection
OSR	Officer Summary Record
OTC	Officer in Tactical Command
OTH	Other Than Honorable (discharge)
OUTCONUS	Outside Continental United States
OUTUS	Outside Continental United States
OVHD	Overhead
OVHL	Overhaul

OWL	Officers' Wives League
PAC	Pacific
PACE	Program for Afloat College Education
PAR	Personnel Advancement Requirement
PASEP	Passed Separately
PCB	Printed Circuit Board
PCO	Prospective Commanding Officer
PCS	Permanent Change of Station
PDL	Pass Down Log
PEB	Propulsion Examining Board
PEBD	Pay Entry Base Date
PEP	Personnel Exchange Program
PERA	Planning & Engineering for Repairs & Alterations
PG	Post Graduate
PHIB	Amphibious
PHIBCB	Amphibious Construction Battalion (Seabees)
PI	Personnel Inspection
PKP	Purple K Powder
PLAD	Plain Language Address Directory
PMEL	Precision Measuring Equipment Laboratory
PMS	Planned Maintenance System
	Preventive Maintenance System
PNA	Passed, Not Advanced
POC	Point of Contact
POD	Plan of the Day
POOW	Petty Officer of the Watch
POT&I	Pre-Overhaul Test & Inspection
POV	Privately Owned Vehicle
POW	Prisoner of War
PPO	Police Petty Officer
PQS	Personnel Qualification Standard
PRAV	Planned Restricted Availability
PRD	Projected Rotation Date
PRECOM	Precommissioning
PREP	Preparatory (signal flag)
PRP	Personnel Reliability Program (security)
PSA	Personnel Support Activity
	Post-Shakedown Availability
PSD	Personnel Support Detachment
PT	Physical Training
PUB	Publication
PWC	Public Works Center
PXO	Prospective Executive Officer

QA	Quality Assurance
QMOW	Quartermaster of the Watch
QUALS	Qualifications
R&D	Research and Development
RADHAZ	Radiation Hazard
RATT	Radio Teletype
RAV	Restricted Availability
RDD	Required Delivery Date
RDT&E	Research, Development, Test, and Evaluation
RDY	Ready
RFS	Ready For Sea
RHIP	Rank Has Its Privileges
RIF	Reduction In Force
RIO	Radar Intercept Officer
RL	Restricted Line (officer designation)
ROICC	Resident Officer-in-Charge of Construction
RNCF	Reserve Naval Construction Force (Seabees)
ROH	Regular Overhaul
ROTC	Reserve Officers Training Corps
R/T	Radiotelephone
RTC	Recruit Training Command
RTM	Rate Training Manual
S/A	Ship Alteration
SACO	Substance Abuse Control Officer
SAG	Surface Action Group
SAMID	Ship Anti-Missile Integrated Defense
SAP	Semi-Armor-Piercing
SAR	Sea-Air Rescue
SBI	Special Background Investigation
SBP	Survivor Benefit Plan
SCM	Summary Court-Martial
SCORE	Selective Conversion and Reenlistment
SCPO	Senior Chief Petty Officer
SEA	Senior Enlisted Advisor
SEAL	Sea-Air-Land (special forces unit)
SECDEF	Secretary of Defense
SECNAV	Secretary of the Navy
SER	Selected Early Retirement
SELRES	Selected Reserves
SF	Ship's Force
SFOMS	Ship's Force Overhaul Management System
SGLI	Servicemen's Group Life Insurance
SHIPALT	Ship Alteration
SINS	Ship's Inertial Navigation System

SIOP	Single Integrated Operational Plan (security)
SIOP-ESI	Single Integrated Operational Plan - Extremely Sensitive Information
SIQ	Sick in Quarters
SLEP	Service Life Extension Program
SNDL	Standard Navy Distribution List
SOAP	Supply Operations Assistance Program
SOC	Servicemen's Opportunity College
SOP	Standard Operating Procedure
	Senior Officer Present
SOPA	Senior Officer Present Afloat/Ashore
SOQ	Senior Officers' Quarters
SOS	Save Our Ship (morse code distress call)
SP	Shore Patrol
SPCC	Ship Parts Control Center
SPCM	Special Court-Martial
SPECAT	Special Category (security)
SPECOM	Special Communications
SRA	Selected Restricted Availability
SRB	Selective Reenlistment Bonus
SS	Submarine
SSBN	Fleet Ballistic Missile Submarine
SSD	Survival Support Device
SSN	Nuclear Attack Submarine
STAR	Selective Training and Reenlistment
SUBROC	Submarine Rocket
SUPSHIP	Supervisor of Shipbuilding, Conversion, and Repair
SWO	Surface Warfare Officer
	Senior Watch Officer
TA	Tuition Assistance
TAV	Technical Availability
T&E	Test and Evaluation
T&T	Travel and Transportation
TACAMO	Take Action and Move Out
TACAN	Tactical Air Navigation
TACO	Tactical Coordinator
TAD	Temporary Additional Duty
TAO	Tactical Action Officer
TAP	Tuition Assistance Program
TAR	Training and Administration of Reserves
TAV	Technical Availability
TE	Task Element
TEMMAD	Temporary Additional Duty

TF	Task Force
TG	Task Group
TIR	Time in Rate
TIS	Time in Service
TRE	Training Readiness Evaluation
TU	Task Unit
TYCOM	Type Commander
TYCOMALT	Type Commander Alteration
UA	Unauthorized Absence
UCMJ	Uniform Code of Military Justice
UCT	Underwater Construction Team (Seabees)
UDT	Underwater Demolition Team
UI	Under Instruction
	Unit of Issue
UIC	Unit Identification Code
UNREP	Underway Replenishment
UNSECNAV	Under Secretary of the Navy
URL	Unrestricted Line (officer designation)
USHBP	Uniformed Services Health Benefits Program
USN	United States Navy
USNA	United States Naval Academy
USNR	United States Naval Reserve
USNS	United States Naval Ship
USO	United Services Organization
USS	United States Ship
VA	Veterans Administration
VCNO	Vice Chief of Naval Operations
VEAP	Veteran's Education Assistance Program
VERTREP	Vertical Replenishment
VGLI	Veteran's Group Life Insurance
VHA	Variable Housing Allowance
WESTPAC	Western Pacific
WO	Warrant Officer
WQ&S	Watch, Quarter & Station (Bill)
WT	Watertight (doors and hatches)
WX	Weather
XO	Executive Officer
ZI	Zone Inspection

INDEX

Access to classified information, 143
Acronyms, navy, 235
AD (ships), 169
Addressing officers, 78
Administration, 133
Advancement recommendation, 18
AE (ships), 167
AER (alterations equivalent to a repair), 186
AFFF (Aqueous Film Forming Foam), 180-181
AFS (ships), 168
Agents, firefighting, 180
Air boss, 200
Aircraft, 196
Aircraft carriers, 157
Aircraft depth bombs, 208
Aircrewman insignia, 96
Alphabet flags, 212-213
Alphabet, phonetic, 216
Alphabet, semaphore, 217
Alteration, 186
Ammunition ships, 167
Amphibious assault ships, 162
Amphibious command ships, 165
Amphibious transport dock ships, 162
AMRAAM missile, 206
Announcing systems, shipboard, 184
AO (ships), 167
AOE (ships), 166
AOR (ships), 166
Apostrophe, 48
Armed forces chain of command, 113
ARS (ships), 169
AS (ships), 168
ASR (ships), 170
Asterisk, 49
ATS (ships), 170
Attachments, ribbons & medals, 105, 111
Authority of OOD, 84
Availability (ship repair), 188
Awards, 105
Background investigation (BI), 141
Bad conduct discharge, 148
Badge, 105
Band leader insignia, 99

- Battle bill, 144
- Battle stations, 144
- Behavior (evaluations), 33
- Black Circle Xray/Yankee fittings, 178
- Boarding a ship, 83, 84
- Boat etiquette, 87
- Bomb sizes, 210
- Bombs, 206
- Bombs, chemical, 207
- Bombs, fire, 206
- Bombs, fragmentation, 208
- Bombs, general purpose, 207
- Bombs, high explosive, 207
- Bombs, incendiary, 207
- Bombs, practice, 207
- Bombs, semi-armor-piercing, 208
- Bombs, smoke, 207
- BOOST Program, 131
- Brackets, 49
- Brag file (evaluations), 41
- Campaign & service awards, 107
- Candidate selection, 10
- Career counselor insignia, 96
- Career History, 16
- Catalog of Navy Training Courses (CANTRAC), 128
- Catapult officer, 200
- CB Combat Warfare Pin, 96
- Ceremonies, 77
- Ceremonies, national holidays, 92
- CG, CGN (ships), 158
- Chain of Command, 113
- Change Transmittal, 138
- Chaplain corps insignia, 99
- Chaplains, addressing, 80
- Chart, command organization, 124
- Chart, division organization, 124
- Check-list, evaluations, 34
- Chemical bombs, 207
- Circle W fittings, 178
- Circuits, sound powered, 184
- Civil engineering corps insignia, 99
- Clasps, ribbons & medals, 112
- Class A fire, 181
- Class B fire, 181
- Class C fire, 182
- Classifications, navy ships, 155

Classifications, security, 139
Classified information, access to, 143
Clearance, security, 142
Close-In Weapons System (CIWS), 209, 211
Code of Conduct, 153
Code, Morse, 216
College Degree Program, 132
Colon, 49
Combat stores ships, 168
Combatant commands, 113
Comma, 51
Command ashore insignia, 93
Command at sea insignia, 93
Command Chief insignia, 96
Command endorsement sample (LDO/CWO), 30
Command master chief insignia, 96
Command organization chart, 124
Command senior chief insignia, 96
Command, specified, 114
Command, unified, 113
Communications security, 140
Community involvement, 18
Compartment numbers (shipboard), 173
Compartment usage, 174
Component commands, 114
Confidential, 139
Containers, security, 141
Corsair A-7 aircraft, 197
Courtesy, 85
Courts-Martial, 152
CPO Selection boards, 6
Cruisers, 158
CV (ships), 157
CWO eligibility, 26
CWO history, 20
CWO path of advancement, 29, 32
CWO program, 26
Damage control, 176
Damage control central, 176
Dash, 53
DD (ships), 161
Decorations, 105-108
Decorations, nonmilitary, 107
Dental corps insignia, 99
Department of the Navy, 122
Depot Maintenance, 192

Destroyer tenders, 169
Destroyers, 161
Deterrent patrol insignia, 95
Dipping national ensign, 90
Directives, 137
Discharges, 148
Dishonorable discharge, 148
Disposition of correspondence, 136
Diver insignia, 95
Division organization chart, 124
Dock landing ships, 164
Document origination, 134
Dog Zebra fittings, 178
Dolphin insignia, 94
Dressing ship, 91
Education, 14, 19
Education assistance, 130
Electronic security, 140
Endorsement letter, sample for CWO/LDO, 30
Enlisted Aviation Warfare Specialist (EAWS) insignia, 96
Enlisted Education Advancement Program (EEAP), 131
Enlisted evaluation, 33
Enlisted insignia, 98
Enlisted personnel, addressing, 81
Enlisted service records, 125
Ensign, dipping, 90
Entering port, ships, 90
Etiquette, boat, 87
Etiquette, quarterdeck, 83
Evaluation narrative, 14, 16
Evaluation performance, 14, 15
Evaluation, samples, 39, 40
Evaluations, 33
Exam writers, 85
Exams, preparation for, 1
Explosive Ordnance Disposal (EOD) insignia, 95
Extended refit period (ERP), 188
Extinguishing agents, 181, 182
Fast combat support ships, 166
Files, 135
Fire bombs, 206
Fire, classes of, 181
Firefighting, 180
Firefighting equipment, 182-183
Fitting out availability (FOA), 189
Fittings classification, 178

- Flags, alphabet & numeral, 212-213
- Fleet oilers, 167
- Fleets, numbered, 114
- Flight operations, 200
- For Official Use Only (FOUO), 139
- Foreign military decorations, 108
- Fragmentation (Frag) bombs, 200
- Frame number, 173
- Full-dress ship, 91
- Funding authorization, 10
- General court-martial, 152
- General discharge, 148
- General orders of sentries, 154
- General purpose bombs, 207
- Greyhound C-2 aircraft, 199
- Group commands, 119
- Gun salutes, 88
- Gun, Close-In Weapons System (CIWS), 209, 211
- Half mast, ensign, 90
- Harm missile, 205
- Harpoon missile, 203
- Harrier AV-8 aircraft, 197
- Hawkeye E-2 aircraft, 198
- Hercules C-130 aircraft, 199
- High explosive bombs, 207
- History of LDO/CWO Programs, 20
- Honorable discharge, 148
- Honors, 77
- Hornet F/A-18 aircraft, 197
- Hydrofoils, 161
- Hyphen, 55
- Incendiary bombs, 207
- Information, operational, 140
- Insignia, uniform, 93
- Insignia, warrant officers, 100
- Instruction, 138
- Intermediate Maintenance Activity Availability (IMAV), 189
- Intermediate maintenance, 192
- Introductions, 77
- Intruder A-6 aircraft, 197
- Investigation, personal security, 141
- Job performance, (evaluations), 33
- Judge Advocate General's Corps insignia, 99
- Landing craft air cushion (LCAC), 164
- Landing ship tanks, 165
- Landing signal officer (LSO), 200

Law community insignia, 99
LCC (ships), 165
LDO eligibility, 25
LDO history, 20
LDO path of advancement, 29, 32
LDO program, 25
Leadership, 66
Leadership by example, 66
Leadership management, 73
Leadership principles, 70
Leaving port, ships, 90
Losses and gains, projected, 9
LPD (ships), 162
LSD (ships), 164
LST (ships), 165
Machinery alteration (MACHALT), 191
Maintenance levels, shipboard, 192
Maintenance terms, 186
Marksmanship awards, 109
Matching people with jobs, 74
MCM (ships), 165
Medal, 105
Medals, precedence list, 106
Medical corps insignia, 99
Medical service corps insignia, 99
Messages, 136
Military alteration, 187
Mine countermeasures ships, 165
Miniature medals, 105, 110
Missiles, 202-206
Mission, navy, 121
Morse code, 216
Mutual trust, 66
Narrative, drafting evaluations, 38
National Agency Check (NAC), 141
National holiday ceremonies, 92
Naval aviator insignia, 94
Navy flight officer (NFO) insignia, 94
Navy aircraft, 196
Navy Campus, 130
Navy Department, 122
Navy organization, 121
Navy schools, 128
Navy ships, 155
Need to know, 143
Neutral duty, 147

Nonrotated sea duty, 147
Notices, 138
Numerical flags, 212-213
Numbered Fleets, 114
Nurse corps insignia, 99
Objective analysis, 33
Officer insignia, 97
Officers, addressing, 78
Oilers (ships), 166, 167
OOD Responsibilities, 84
Operating Forces, 123
Operational information, 140
Operational security, 140
Ordnance alteration (ORDALT), 187
Organization, navy, 121
Organizational maintenance, 192
Orion P-3 aircraft, 198
Overhauls, 190, 193
Overseas shore duty, 147
PACE program, 131
Parachutist insignia, 96
Parentheses, 56
Pennants/special flags, 214-215
PERA, 194
Period, 56
Personal traits, (evaluations), 33
Personnel qualification system (PQS), 127
Phalanx CIWS, 209, 211
Phantom F-4 aircraft, 197
Phoenix missile, 205
Phonetic Alphabet, 216
Physical security, 140
Pilot insignia, 94
PKP (purple potassium), 180
Plurals, 48
Post Shakedown Availability (PSA), 189
Potential, 14, 17
Practice bombs, 207
Precedence listing of awards/medals, 106
Preparation check list (evaluations), 34
Professionalism, 66
Programmed alteration, 187
Promotion to LDO/CWO, 28
Prowler EA-6 aircraft, 199
Punishments, 151
Qualifications, special, 17

Quarterdeck Etiquette, 83
Question mark, 56
Quotation marks, 57
Records disposal, 136
Records, screening for CPO selection, 11
Recruit company commander insignia, 96
Red Circle Zebra fittings, 178
Regular overhaul (ROH), 189, 193
Repair parties, 176
Replenishment oilers, 166
Rescue, salvage & towing ships, 169
Responsibility, assigning, 67
Restricted Availability (RAV), 189
Ribbons, 105, 111
Rockets, 202
Salutes, gun, 88
Saluting, 86
Schools, navy, 128
Schools, service, 129
Sea Dragon MH-53 helicopter, 200
Sea duty, 147
Sea King SH-3 helicopter, 199
Sea Knight CH-46 helicopter, 199
Sea Stallion RH-53 helicopter, 200
Seabee Combat Warfare insignia, 96
Seahawk SH-60 helicopter, 199
SEAL insignia, 95
Seasprite H-2 helicopter, 199
Secret, 139
Security, 139
Security areas, 139
Security clearances, 142
Security containers, 141
Security, communications, 140
Security, electronic, 140
Security investigations, 141
Security, operational, 140
Security, physical, 140
Selected Restricted Availability (SRA), 189
Selectee, 11
Selection board composition, 8
Selection board, CPO, 6
Selection quotas, 9
Self-defense force, 144
Semaphore alphabet, 217
Semicolon, 57

Seniors & juniors, 82
Sentries, general orders, 154
Service award, 105
Service record, composition, 125
Service record, microfiche, 125
Service record, updating, 7
Service records, 125
Service schools, 129
Ship alteration (SHIPALT), 188
Shipboard compartments, 173
Shipboard maintenance levels, 192
Ships, 155
Shore duty, 147
Shore establishment, 122
Sidewinder missile, 205
Signs, writing, 48
Skytrain, C-9 aircraft, 198
Slating, 11
Small craft insignia, 93
Smoke bombs, 207
Sparrow missile, 204
Speaking, 43
Special Background Investigation (SBI), 142
Special court martial, 152
Special sea detail, 145
Special warfare insignia, 95
Specified command, 114
SSBN insignia, 95
Staff corps insignia, 99
Standard Subject Identification, 133
Subjective analysis, 33
Submarine insignia, 94
Submarine rescue ships, 170
Submarine tenders, 168
Subordinate development, 73
Success, climbing ladder of, 71
Summary court martial, 152
Super Stallion CH-53 helicopter, 200
Supply corps insignia, 99
Supply Surface Warfare Officer insignia, 96
Surface warfare (SWO/ESWS) insignia, 94
Symbols, writing, 48
Task element, 116
Task force, 115
Task group, 116
Task numerical designation, 116

- Task unit, 116
- Team work, 73
- Technical alteration, 187
- Technical Availability (TAV), 189
- Terms & definitions, 218
- Tips for writing, 45
- Tomahawk missile, 203
- Tomcat F-14 aircraft, 197
- Top Secret, 139
- Torpedoes, 208
- Total active federal military service (TAFMS), 10
- Tour duty types, 147
- Traditions, 77
- Trident missiles, 202-203
- Tuition assistance, 130
- Type Commander Alterations (TYCOMALTS), 195
- Type commands, 118
- UCMJ, 149
- UDT insignia, 95
- Unified command, 113
- Uniform insignia, 93
- Unit award, 105
- Unit commands, 120
- Unprogrammed alteration, 188
- Viking S-3 aircraft, 198
- Vocabulary, navy, 218
- Voyage repairs, 190
- Warfare insignia, 94
- Warrant Officer insignia, 100
- Watch bills, 59
- Watch, quarter, & station bill, 144, 146
- Watertight integrity, 178
- Work sheet, selection board, 12
- Writing, 43
- Writing symbols and signs, 48
- Writing tips, 45
- Xray (condition of readiness), 179
- Yoke (condition of readiness), 179
- Zebra (condition of readiness), 179







THE NAVY PETTY OFFICER'S MANUAL is a ready reference guide for all current or prospective U. S. Navy Petty Officers. **Contents include information on:**

- * PREPARING FOR EXAMS
- * EVALUATIONS
- * CPO SELECTION
- * LDO & WARRANT OFFICER PROGRAMS
- * LEADERSHIP
- * MANAGEMENT
- * CODE OF CONDUCT
- * WRITING & SPEAKING
- * SERVICE RECORDS
- * WATCH BILLS
- * PERSONAL AWARDS
- * TRADITIONS, HONORS, & CEREMONIES

Other chapters are dedicated to:

- * NAVY SHIPS
- * NAVY AIRCRAFT
- * NAVY ORGANIZATION
- * WEAPONS SYSTEMS
- * DAMAGE CONTROL
- * REPAIR & MAINTENANCE
- * UNIFORMS
- * NAVY VOCABULARY
- * NAVY ACRONYMS
- * Much, much more . . .

The author of **THE NAVY PETTY OFFICER'S MANUAL** also wrote:

- * NAVY EVAL & FITREP WRITING GUIDE
- * NAVY & MARINE CORPS PERFORMANCE WRITING GUIDE
- * THE DEFINITIVE PERFORMANCE WRITING GUIDE

WWW.SERVICEBOOKS.COM

